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To: Members of the Executive Board

From: The Secretary

Subject: **Staff Recruitment and Retention Experience in 1999**

The attached paper on staff recruitment and retention experience in 1999 provides background information for the 2000 review of staff compensation (EBAP/00/32, 3/29/00), which is tentatively scheduled for discussion on Friday, April 21, 2000.

Mrs. Adams (ext. 36877) and Mr. Swain (ext. 36565) are available to answer technical or factual questions relating to this paper prior to the Board discussion.

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INTERNATIONAL MONETARY FUND

Staff Recruitment and Retention Experience in 1999

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April 11, 2000

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EXECUTIVE SUMMARY

Reflecting a sizeable increase in authorized positions approved in the FY 2000 budget, new staff appointments rose to 218 in 1999 from 170 in 1998 and 149 in 1997. At slightly over 100, economist recruitment in 1999 remained unchanged from that in the preceding year. However, a sizeable number of the additional economist positions provided in the budget were filled through newly hired Research Assistants, a total of 24. The recruitment of professionals in career streams other than economists increased markedly, reflecting skills needs in a broad range of areas. The number of new staff assistants also rose significantly in 1999.

It is expected that at the end of the current financial year in April 2000, virtually all of the 98.5 new staff positions approved in the FY 2000 budget will be filled. A major recruitment drive has been underway since January 2000 to fill the 30 additional positions approved in a supplementary budget for FY 2000 and the prospective increase in authorized positions of over 100 in FY 2001. It is expected that the additional 30 positions will be filled by early summer 2000. In general, the Fund has been able to meet its recruitment needs. However, the rejection rate of offers made for the Economist Program (EP) rose to close to 40 percent in the first three of the four rounds of offers for the 2000 EP recruitment. The medium-term rejection rate is about 25 percent.

The percentage of women appointed to regular professional positions reached 33 percent (35 percent in the EP) in 1999 compared with an average of 30 percent in the previous three years and 23 percent in the first half of the 1990s. Progress was also achieved in attracting staff from diverse geographical backgrounds, but recruitment of nationals from Africa and the Middle East remained disappointingly low. The search for manager-level staff was intensified in 1999 to fill an unusually large number of vacancies at senior levels. As a result, eight new B-level staff, including three at Division Chief level, were hired externally in 1999, five into economist departments and three into support departments. Efforts are ongoing to strengthen geographical and gender diversity in external B-level recruitment.

The turnover of staff declined from 8 percent in 1998 to 6 percent in 1999, as both resignations and early retirements returned to medium-term trend following the unusually high levels registered in 1998. Economist resignations fell from 38 in 1998 to 33 in 1999, with significantly fewer economists leaving the Fund to join private sector financial firms. Total retirements also declined in 1999. While the Expanded Separation Benefits Fund (ESBF) intended to facilitate the departure of long serving staff, especially at supervisory level, continued in FY 2000, a substantial number of staff had taken advantage of that program already in its first year. As a result, early retirements of staff in Grades A9-B5 fell from 41 in 1998 to 35 in 1999. The total turnover rate in the support staff remained stable at over 5 percent. Weak performance was a factor contributing to the separation of about 20 staff members in 1999, close to 20 percent of all early retirements and resignations. Retirements are expected to increase significantly over the coming years owing to the demographic composition of the Fund's staff. The number of staff reaching early retirement age with an unreduced pension and those reaching mandatory retirement age will rise steadily from about 80 in 2000 to 165 in 2005.

I. INTRODUCTION

1. This paper reviews the experience with staff recruitment and separations during 1999 as background for the Executive Board discussion on the 2000 Staff Compensation Review. Section II surveys developments in staff recruitment in 1999, providing a detailed discussion of recruitment by staff category and in special recruitment programs such as the Economist Program (EP) and the new Research Assistant Program (RAP). Developments in staff separation are reviewed in Section III. A detailed nationality distribution of all staff is presented in ANNEX I.

II. RECRUITMENT IN 1999¹

2. On December 31, 1999, the Fund staff numbered **2,297**, excluding those in the offices of Executive Directors. Of these, 1,604 were in the professional and managerial grades, A9–B5, and 693 were in grades A1–A8. The total represents an increase of 85 over that at the end of 1998. During 1999, the number of contractual employees fell from 428 to 395, while that of technical assistance experts based at headquarters increased from 39 to 43. The number of new staff appointments made during 1999 (218) was substantially higher than in 1998 (170) and well above the average for the mid-1990s (142) (see Table 1). The growth in new staff appointments in 1999 was the result of an increase in authorized staff positions of 98.5 in the FY 2000 budget.

¹For a more detailed discussion of the Fund's recruitment policies and practices, as well as the Fund's efforts at achieving diversity in recruitment, see "Staff Recruitment and Retention," EBAP/97/30, March 28, 1997.

Table 1. Recruitment and Retention in Grades A1 to B5

	1994	1995	1996	1997	1998	1999
External recruitment	155	131	135	149	170	218
Grades A9-B5	115	88	93	110	132	145
Economists	89	70	69	84	104	104
EPs	41	30	35	31	41	37
Mid-career	48	40	34	53	63	67
Other Career Streams	26	18	24	26	28	41
Grades A1-A8	40	43	42	39	38	73 1/
Separations	146	149	115	137	160	128
Retirement	28	32	33	30	56	43
Other	118	117	82	107	104	85
Grades A9-B5	99	99	82	104	122	92
of which: Economists	71	65	53	71	86	68
Grades A1-A8	47	50	33	33	38	36

Source: Recruitment Division, Human Resources Department

1/ Includes 16 research assistants recruited under new Research Assistants Program which filled economist positions.

3. The overall growth in staff appointments in 1999 was accounted for by increases in the recruitment of: (i) A9-B5 staff in jobs outside the economist career stream, which rose from 28 to 41, and (ii) A1-A8 staff, which almost doubled from 38 to 73, partly as a result of the introduction of a new research assistant program. The number of new economist appointments in 1999 was 104, exactly the same as the year before. Nonetheless, the Fund is on track to meet its target of filling around 60 new economist positions in FY 2000: with economist separations falling in 1999, economist recruitment exceeded separations by 36 positions. In addition, the appointments of 16 new-style Research Assistants were in many cases charged to positions that would otherwise have been filled by economists. Also, during the year area departments hired a few professionals from other career streams into economist positions; ²e.g., the African Department brought in two Social Sector Specialists (anthropologists by training).

²These professionals are shown under "Other Career Streams" in Table 1.

4. When the current fiscal year ends in April 2000, it is expected that virtually all of the 98.5 new staff positions approved in the FY 2000 budget will have been filled. As regards the 30 additional positions approved in January 2000, advertisements were placed in the international press over the Christmas/New Year holiday period, which generated several hundred applications for mid-career positions. Three recruitment missions targeted specifically at mid-career economist candidates were undertaken in February and March 2000 to West Africa, Western Europe and the Middle East, in which over 150 mid-career economist candidates were interviewed. As a result, the Human Resources Department expects that the additional 30 positions will all be filled by the early summer. As part of an intensified recruitment effort in Japan, which is coordinated by the Tokyo office, a recruitment mission will visit Japan in June. Recruitment missions to China and Indonesia have also been scheduled for June 2000.

5. Significant improvements are being introduced in the Fund's recruitment methods, especially with regard to mid-career hiring. Efforts are being made to make advertisements more appealing and less cluttered with employment details. Readers are instead referred to the IMF's recruitment website for more information about the Fund, the list of vacant positions, and the benefits offered to staff. In the recent recruitment missions to Africa, Europe and the Middle East, up to three senior department staff participated in each mission in addition to HRD. They represented departments seeking to diversify their staff with economists from the region being visited. The interviews in the field will in most cases obviate the need for panel interviews at Headquarters, thus speeding up the recruitment process. In the selection process, greater emphasis is being placed on information about the candidates' motivation and work habits, in addition to their technical skills. In this way the interviewers hope to spot applicants who are not only technically proficient, but also whose working style will be suited to the pressure and need for team-work that characterize the Fund work environment.

6. Fund staff recruitment can be described under five broad headings: the Economist Program (economist entry level at grade A11); mid-career economists at Grades A12–A15 and managerial Grades B1–B5; professional-level staff in other career streams; Research Assistants at Grades A7–A8, and all other staff in Grades A1–A8. The recruitment experience in these areas is described below.

A. Economist Program

7. The Economist Program (EP) has been an important source of career economists for the Fund staff since the Program was established in 1970. Typically, EP candidates apply to the Program as they complete their graduate studies, although some approach the Fund after a couple of years of work experience. To familiarize these new economist staff with the range of the Fund's activities, EP participants are assigned for a 12-month period each³ to

³More background information about 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.

two different departments (usually one area and one functional department). The EPs are, on average, 29 years old when they enter the Program (and must normally be under age 33). In FY 2000 the size of the Economist Program was increased by five positions from 72 to 77 as a response to the need to hire more economists. During CY 1999 31 EPs “graduated,” having completed two years in the Program⁴, while 37 new participants joined. Only one EP in the “graduating” group dropped out, resigning at the end of his second year to take up an academic position.

8. Experience has shown that the Economist Program is a much better source of women and underrepresented nationalities than is mid-career recruitment of economists. In this respect, EP recruitment results in 1999 were no exception. Women made up 35 percent of the EP intake. While this is not quite as large a share as in 1998 (39 percent, which was a record), it is still significantly above the percentage of women graduate students of U.S. and European universities, which has been in the 20–25 percent range in recent years. With regard to nationality diversity, as Table 2 shows, 57 percent of the EP recruits were European nationals, with 17 out of 21 coming from large, but significantly underrepresented countries. Eight of the new EPs were from Germany and three each from France and Italy. Asia also had a larger-than-average contingent, with 22 percent, and the Western Hemisphere countries, which are typically overrepresented, accounted for only 16 percent. Unfortunately, only one EP (3 percent) came from Africa and one from the Middle East, the most underrepresented region on the Fund staff. In terms of academic diversity, European universities were well-represented, with half of the EPs having studied there for their final degree. A list of the universities attended by members of the 1999 EP intake is given in Table 3.

⁴One participant in this group spent three years in the Program. This occurs from time to time when the Economist Committee (which monitors the selection and graduation of EPs) feels that a participant needs additional time for a proper assessment of his/her potential to be made.

Table 2. Economist Program
Nationality of 1999 Entrants

Region	Country	Region Total	Country Total	Percentage
Africa		1		3
	Nigeria*		1	
Asia		8		22
	Australia		1	
	Bangladesh		2	
	China		2	
	India		2	
	Thailand		1	
Europe		21		57
	Bulgaria		1	
	Denmark		2	
	France*		3	
	Germany*		8	
	Italy*		3	
	Moldova		1	
	Russia*		1	
	Spain*		1	
	Switzerland*		1	
Middle East		1		3
	Lebanon		1	
W. Hemisphere		6		16
	Canada		1	
	U.S.A.		4	
	Uruguay		1	
		37		100

* Significantly underrepresented nationalities (relative to financial quota);
18 EPs (49 percent of the 1999 intake) belong in this category.

Source: Recruitment Division, Human Resources Department

Table 3. Economist Program
1999 Entrants: University Where Participant Obtained Final Degree

Region	Country	University	Country Total
Europe	Denmark	University of Copenhagen	1
	France	University of Paris, Dauphine	2
		Ecole des Hautes Etudes des Sciences Sociales, Paris	
	Italy	Universita Tor Vergata, Rome	1
	Germany	University of Cologne	6
		University of Kiel (3)	
		University of Koblenz	
		University of Wuerzburg	
	Switzerland	University of St. Gallen	1
	UK	Cambridge University	7
		London School of Economics (2)	
		Oxford University	
		University of Warwick (3)	
Total for Europe			18
North America	Canada	McGill University, Montreal	1
	USA	American University	18
		Boston University	
		Columbia University	
		Cornell University	
		Harvard University	
		University of Illinois-Urbana	
		John Hopkins (SAIS)	
		University of Maryland (2)	
		MIT (2)	
		New York University (2)	
		Princeton University	
		Stanford University	
		UCLA (2)	
		Woodrow Wilson School (Princeton)	
Total for North America			19

9. The EP rejection rate fell from 33 percent in the preceding two years to 26 percent in 1999, which was in line with the longer term average (see Tables 4 and 5). Of the 13 candidates who rejected the Fund's offer last year, three went to the World Bank and three to

Table 4. Appointments to the Economist Program

	1994-99 (Annual Average)	1994	1995	1996	1997	1998	1999
Offers made	50	57	44	43	46	61	50
Offers rejected	14	16	14	8	15	20	13
Offers accepted	36	41	30	35	31	41	37
Rejection rate (percentage)	(28)	(28)	(32)	(19)	(33)	(33)	(26)
Gender							
Male	26	30	20	28	26	25	24
Female	10	11	10	7	5	16	13
(percentage of female)	(29)	(27)	(33)	(20)	(16)	(30)	(35)
Nationality							
Industrial Countries	24	23	23	23	21	29	27
(percentage)	(67)	(56)	(77)	(66)	(68)	(71)	(73)
United States	3	2	1	7	1	2	4
United Kingdom	1	0	2	0	1	2	0
Germany	4	4	4	2	1	7	8
France	1	1	0	0	0	0	3
Japan	0	0	1	0	1	0	0
Other Europe	14	15	14	14	16	16	10
Australia, Canada, New Zealand	1	1	1	0	1	2	2
Developing Countries	12	18	7	12	10	12	10
(percentage)	(33)	(44)	(23)	(34)	(32)	(20)	(27)
Africa	2	1	2	0	3	3	1
Asia	6	13	2	5	3	6	7
Middle East	1	0	1	1	1	1	1
Western Hemisphere	3	4	2	6	3	2	1
Country Highest Degree Obtained							
U.S., U.K., Ireland, Australia, Canada, and New Zealand	25	30	16	28	21	29	26
Other	11	11	14	7	10	12	11
Education							
Ph.D. (Completed)	19	26	12	18	18	28	12
Less than a Ph.D. 1/	17	15	18	17	13	13	25
Age							
Oldest	35	36	34	40	33	33	33
Average	29	28	30	30	30	29	29
Youngest	26	24	26	26	27	26	26

Source: Recruitment Division, Human Resources Department

Table 5. Rejection of EP Offers, 1999
(with average for years 1994-1998)

	1994-1998			1999		
	Offers	Rejections	Rejection Rate (in percent of offers)	Offers	Rejections	Rejection Rate (in percent of offers)
By gender						
Women	64	15	23	17	4	24
Men	187	58	31	33	9	27
Total	251	73	29	50	13	26
By geographical area						
English speaking industrial countries	46	19	41	8	2	25
Australia, Ireland, New Zealand	9	2	22	1	0	0
Canada	4	2	50	1	0	0
United Kingdom	6	1	17	0	0	0
United States	27	14	52	6	2	33
Other Industrial Countries	109	32	29	24	6	25
France	5	4	80	3	0	0
Germany	30	12	40	10	2	20
Italy	21	5	24	4	1	25
Japan	3	1	33	2	2	100
Other	50	10	20	5	1	20
Countries in transition 1/	17	3	18	4	1	25
Developing Countries	79	19	24	14	4	29
Africa	9	0	0	1	0	0
Asia and Pacific	34	5	15	8	1	13
Europe	1	0	0	0	0	0
Middle East	5	1	20	1	0	0
Western Hemisphere	30	13	43	4	3	75
Total	251	73	29	50	13	26

1. In the period 1994-99, offers have been made to nationals of the following transition countries: Albania, Azerbaijan, Belarus, Bulgaria (4), Czech Republic, Hungary, Moldova, Poland (2), Russia (6), Slovak Republic, Slovenia, and Ukraine.

the U.S. Federal Reserve. One took a position at the European Central Bank and at least three accepted positions in academia (including business schools). The reasons that they gave for their decision were varied. The most common element was that the other offer was more suited to their interests and allowed more time for research. In some cases, the higher starting salaries offered by private sector employers and business schools also played a role; others noted that the margin of Fund salaries over those of first-rate academic institutions in the United States is now quite small. One or two mentioned the “inflexibility” of the Fund career system, slow career progression and the lack of control over where they would be assigned as an EP. Finally, some related the rejection of the Fund offer to their desire to return to their home country or to accept a job that would allow them to be near their spouse, fiancé or family. It may be of interest to note that the rejection rate so far in 2000 has been high (around 40 percent), which reflects the tight labor market, especially in the United States. Rejections by European and Asian candidates receiving job offers in the United States in academia and elsewhere have been particularly high.

B. Experienced Economists and Managerial Staff

10. While EP recruitment focuses on university graduates with strong academic qualifications, the search for mid-career economist candidates emphasizes experience in macroeconomic analysis and in the formulation and implementation of economic policy.⁵ Mid-career candidates typically have 5-15 years of work experience and academic backgrounds that are more varied than those of EPs. Increasingly, the Fund has been seeking staff with skills in certain specialized areas of economics, such as international capital markets, banking supervision and regulation, and fiscal policy. The recruitment of experienced economists at Grades A12–A15 in 1999 (62) remained very close to the level of the year before (63). Twenty-eight of these 62 recruits were European nationals, nine were from Asia, six were from Africa, and three from the Middle East. The largest takers of new mid-career staff were the African (AFR) (11), Statistics (STA) (10), Asian and Pacific (APD) (8), Fiscal Affairs (FAD), Monetary and Exchange Affairs (MAE) and Treasurer’s Department (TRE) (7 each), reflecting the additional workload created by the HIPC initiative and the Fund’s efforts to improve transparency and data dissemination, and the greater attention being given to financial sectors. Many of these recruits, especially in STA, FAD, and MAE have specialized skills. In this connection, it should also be noted that the appointments of headquarters-based Technical Assistance Advisors increased from 13 to 16. The great majority of these advisors are employed for their specialist knowledge and experience.

11. In 1999 the search for manager-level recruits was intensified. During the year eight B-level staff were hired externally, five into economist departments and three into support departments. This doubled the number of manager-level recruits over that of recent years. Three were hired to fill Director positions (at B5) in External Relations (EXR), MAE and the Office of Internal Audit and Inspection (OIA). One has joined at the Deputy Director level in

⁵A list of recruitment missions in the last four years is shown in Attachment I.

TRE; two are Senior Resident Representatives (one in APD and the other in AFR), one is the Chief of the Recruitment Division in Human Resources Department (HRD) and one is an Advisor in FAD. Four are U.S. nationals, and the others come from Senegal, Spain, Sweden and the United Kingdom.

C. Staff in Grades A9–A15 in Careers outside the Economist Stream

12. During 1999, 41 staff were hired into professional-level positions outside the economist career stream. This marks an increase of nearly 50 percent over the comparable intake for 1998 (28 staff), and over the average for recent years. About one quarter (11) filled positions in the Technical and General Services Department (TGS)⁶; seven joined EXR; four each went to HRD, Legal (LEG), and TRE; and three each to OIA and Secretary's Department (SEC). APD, the Research Department (RES) and STA also received one each; these were Research Officer positions.

13. Of these 41 professional-level staff hired into positions outside the economist career stream, 17 (41 percent) were women, about the same as in 1998 (39 percent). In 1999 the number of non-U.S. hires in this category rose to 27 (66 percent) from 11 (39 percent) the year before. This improvement reflects special efforts made to recruit staff in these specialized career streams from outside the United States, including the use of "headhunters" in Europe. However, it remains difficult to hire such staff internationally because the Fund cannot reasonably maintain world-wide recruitment contacts to fill jobs that only infrequently fall vacant and because it can take several months to conduct an international job search. Nonetheless, 19 of the staff in this category were of European nationality (46 percent), 4 were Asians, 3 were African and one came from the Middle East.

14. Although neither occupy staff positions, it may be appropriate to note that during 1999 the Fund filled the positions of Ombudsperson and Ethics Officer. In September, the Fund found a replacement for the Ombudsperson, when the fourth incumbent of this post reached the end of her five-year term in September. The new Ombudsperson is a dual U.S. and Canadian national, with considerable international experience in United Nations agencies, including positions in Human Resources. The first incumbent of the newly created Ethics Officer position is a U.S. male (this nationality is to be expected as the position is part-time and the person is therefore likely to live locally).

⁶ It is to be expected that TGS would have the largest number of staff appointments: with 297 staff it is now by far the largest Fund department encompassing what were until June 1999 the Bureau of Computing Services, the Bureau of Language Services, the Joint Library, the Administrative Services Division of the former Administration Department, and some units from Secretary's Department.

D. Staff in the new Research Assistant Program for Grades A7–A8

15. Until this year, the Fund had mainly recruited Research Assistants living locally who usually already had their Masters degree, had been working in another organization for some time in a similar capacity, and/or were students completing their doctoral studies part-time at a university in the area. These staff have generally remained trapped in the relatively short RA/RO career stream (with a ceiling at Grade A11). However, these RA staff perform a very valuable role in data management and manipulation (such as required for running econometric models for the World Economic Outlook) and other critical areas of support. These long-serving RAs/ROs are also a source of continuity in divisions where the economist turnover can at times be quite rapid. There are therefore incentives both for the departments and the RAs/ROs concerned to continue the employment relations—but understandably, in the end, it tends to lead to frustration on the part of many RAs/ROs.

16. Against this background, HRD developed and launched a new limited-term Research Assistant Program (RAP) in 1999. This program was designed to attract recent and prospective graduates from top international universities to assist economists with statistical compilation and data analysis. In contrast to existing Fund recruitment of Research Assistants and Officers, the RAP is a **non-convertible, two-year fixed term appointment** in order to encourage candidates to gain some useful work experience and then to move onto further academic or professional challenges outside the Fund. Those candidates with a Bachelors degree (or equivalent) are brought in at Grade A7, while those with a Masters degree (or equivalent) are hired at Grade A8. Hiring standards are rigorous, with minimum academic grade requirements and a strong weight on diversity factors, including gender, nationality and university.

17. With the launch of this program in May 1999, 16 RAPs were hired across seven area and functional departments of the Fund. Ten of the RAPs are women, and the group comprises 14 nationalities from all regions of the world (see Table 6). HRD is able to recruit for these positions during both domestic and international recruitment visits to leading universities, thereby widening the diversity pool and gaining scale economies in recruitment missions.

Table 6. Limited-Term Research Assistants
Appointed in 1999 (part of a new program)

1. Regional and National Distribution			
Region	Number	(Percentage)	Country
Africa	3	(19)	Cameroon Cote d'Ivoire South Africa
Asia	1	(6)	China
Europe	5	(31)	Bulgaria Croatia France Italy Latvia
Middle East	3	(19)	Morocco Pakistan (2)
Western Hemisphere	4	(25)	Bolivia Canada USA (2)
Total	16	(100)	
2. Distribution among Developed, Developing, and Transition Countries			
Developed Countries	5	(31)	
Developing Countries	8	(50)	
Transition Countries	3	(19)	
3. Gender Distribution			
Women	9	(56)	
Men	7	(44)	

Source: Recruitment Division, Human Resources Department

E. Other Staff in Grades A1–A8

18. In 1999, 73 new staff were recruited at grades A1–A8, 35 more than in 1998 and 32 more than the average of 41 in the preceding three years. As noted above, this is partly the result of an increase in the recruitment of Research Assistants, which rose from 8 in 1998 to 24 in 1999 (including the 16 new limited-term RAP participants). Of the remaining 49 A1–A8 appointments, the great majority filled Staff Assistant positions at Grade A5. Following the pattern of recent years, of the new A1–A8 in 1999, 42 were former contractual employees in the Fund who were offered a staff appointment, 28 were recruited directly from the external market, and three were transfers from the Assistant staff in Executive Directors' offices.

19. A1–A8 staff are recruited only in the Washington, D.C. area, with the exception of the RAPs and particular assistants with rare skills. With respect to the latter category, if there is a shortage of special skills in the local market, such as a specific language proficiency or certain information technology skills, the Fund can recruit qualified candidates internationally for these assistant-level positions. In fact, this occurs rarely because a wide range of nationalities, languages and skills are available locally. Of the A1–A8 staff hired in 1999, only 26 percent (19) were U.S. nationals, while 7 percent came from the Middle East, 11 percent from Africa, 15 percent from Asia, and 19 percent from Europe. Approximately one half of the Assistant-level staff recruited in 1999 were developing country nationals.

20. Turning to the Staff Assistants with general office skills, these staff are typically appointed to the Fund staff after spending a minimum of 12 months in a pool of about 25 contractual employees, the Secretarial Support Group (SSG), which is managed by HRD. The contractual employees in this pool are hired on one-year appointments and fill temporary staffing gaps throughout the Fund. If they perform well, they are selected for a staff position by a department; if not, their appointments are not renewed, normally after the third year. While the market has been tight in the Washington area for A1–A8 level staff, the Fund has experienced significant problems only in certain areas such as Information Technology specialists. As with other groups of Fund employees, the SSG is diverse, and embodies employees with a wide range of language and administrative talents.

III. STAFF RETENTION EXPERIENCE IN 1999

This section reviews staff turnover in 1999 against the background of the separation experience in the recent past.⁷

⁷Turnover includes separations owing to retirement (early, normal, or disability); expiration of secondments; resignations; and non-conversions to regular status of initial two- or three-year fixed-term appointments.

A. Separations in Grades A9–A15

21. Following a high rate of separation in 1997–1998, owing to resignations of a large number of economist staff who took jobs in the private financial sector and a jump in early retirements, the turnover of staff in Grades A9–B5 declined from 8.1 percent in 1998 to 5.9 percent in 1999 (Table 7 and Chart 1). Resignations in 1999 reached only two-thirds of the 1998 level, attributable mainly to a sharp decrease in resignations of staff in the specialized career streams. Although economist resignations also decreased in 1999, they remained at a level (33) identical to the preceding five-year average. At the same time, total retirements (43) also declined from the peak registered in 1998 (56), but remained high compared with the medium-term average. Weak performance was a factor contributing to the separation of about 15 staff members in 1999, close to 20 percent of all early retirements and resignations of staff in Grades A9–A15.

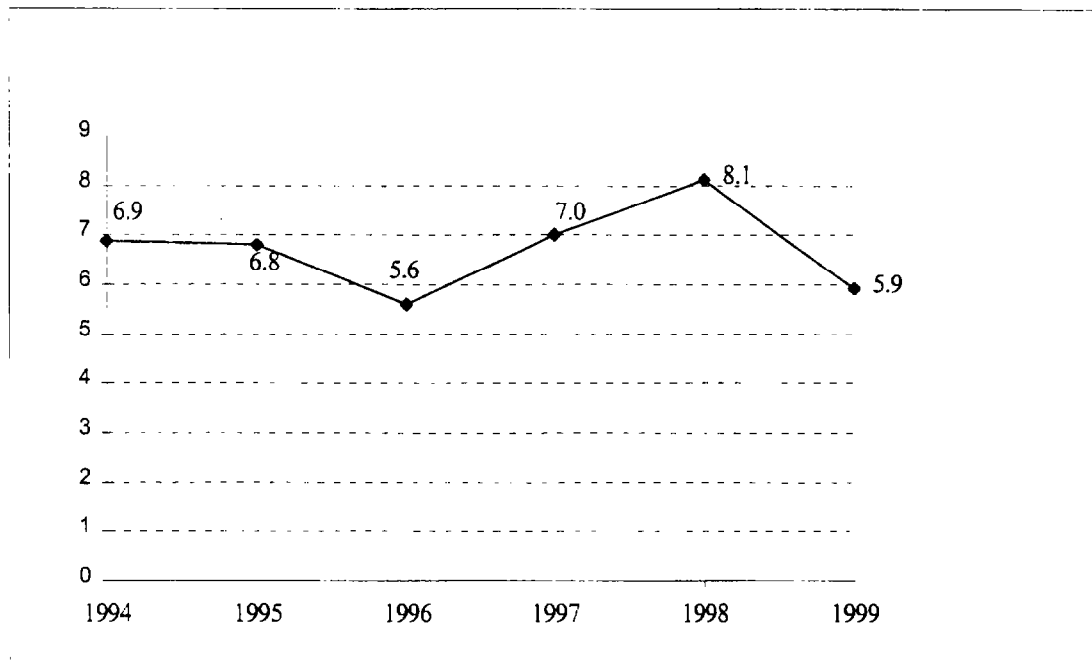
Table 7. Separation of Staff, 1994-1999 1/
Grades A9-B5

	1994	1995	1996	1997	1998	1999
Total Separations	99	99	82	104	122	92
Retirements	28	32	33	30	56	43
Early	19	20	24	22	41	35
Normal	9	9	9	7	13	8
Disability	0	3	0	1	2	0
Non-conversion to regular appointment	13	17	5	9	6	2
Death	3	3	3	2	0	2
Expiration of Secondments	9	14	11	10	10	8
Resignations	46	33	30	53	50	37
Career Streams						
Economists	71	65	53	71	86	68
Specialized Career Streams	28	34	29	31	36	24
Turnover Rate (in percent of all staff at A9 and above)	6.9	6.8	5.6	7.0	8.1	5.9

Source: Human Resources Department

1/ Excludes special appointees.

Chart 1. Turnover Rate, A9-B5 Staff

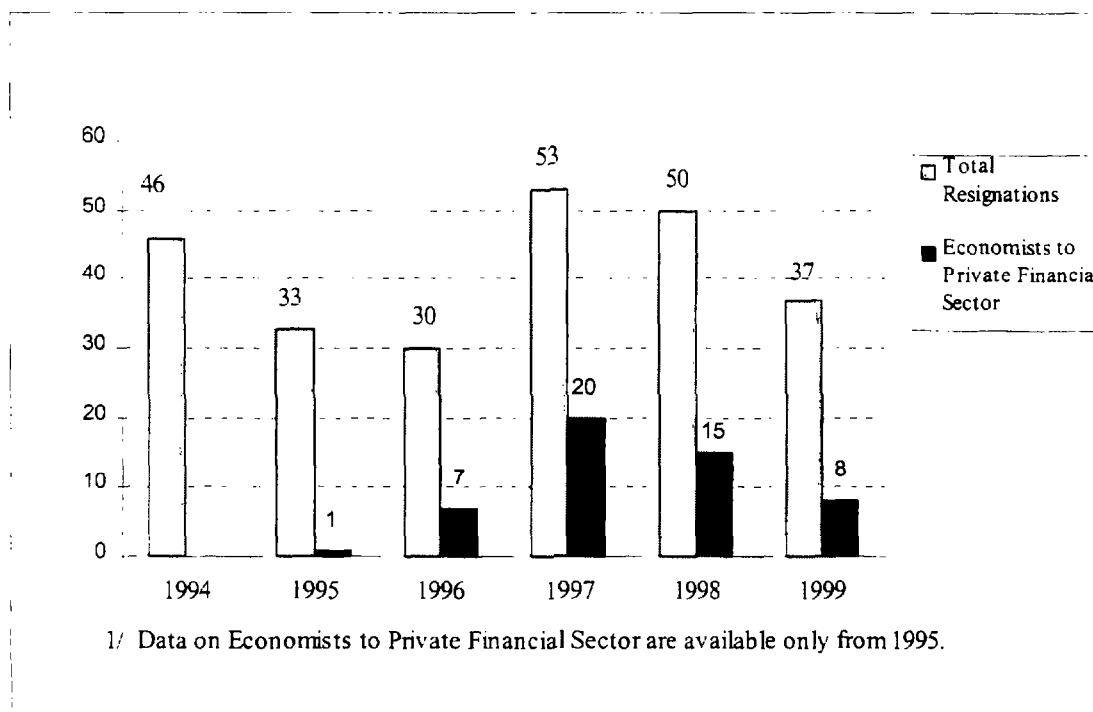


22. The Fund decided not to convert to regular staff status only two fixed-term appointments in 1999. This small number of non-conversions at the end of fixed-term appointments is due, in part, to more careful screening of candidates. However, some managerial reluctance to confront non-conversion decisions may also be a factor contributing to the small number of non-conversions.

23. Given the demographic composition of the Fund's staff, the number of retirements is expected to increase significantly over the coming years. As indicated in last year's review of recruitment and retention experience (EBAP/99/33, 3/3/1999), the numbers of staff in Grades A9-B5 reaching the mandatory retirement age of 65, the normal retirement age of 62 and the so-called "rule of 85," which provides access for an unreduced pension, will rise from about 60 in 2000 to close to 120 in 2005.

24. In 1999, the number of resignations (37) in Grades A9-B5 was significantly below the numbers for 1998 (50) and 1997 (53), (Table 8, Chart 2). Thirty-three (90 percent) of those who resigned were economists, while resignations of staff in the specialized career streams decreased significantly to only four. In 1997 and 1998, 40 and 50 percent, respectively, of economist staff who resigned went to the private financial sector. However, the number of economists who left for private financial institutions during 1999 decreased from previous levels to slightly below 25 percent of the total economist resignations (Table 9).

Chart 2. Resignations, A9-B5 Staff 1/



25. Twenty-one percent of the economists who resigned in 1999 went to international organizations, thus doubling the average of the previous three years. The institutions of choice were the World Bank, the European Central Bank, and the Inter-American Development Bank (each with two staff members); and the Asian Development Bank (one staff member). In addition, two staff members joined the Fund's Executive Board. Among the other economists resigning from the Fund, seven went to positions in the public sector; five took up academic posts; two started their own businesses; and two gave no clear indication as to their future employment.

Table 8. Resignations, 1994-1999 1/
Grades A9-B5

	1994	1995	1996	1997	1998	1999	1994	1995	1996	1997	1998	1999
							(in percent of relevant total)					
Resignations	46	33	30	53	50	37	100	100	100	100	100	100
Gender												
Male	38	28	23	37	36	30	83	85	77	70	72	81
Female	8	5	7	16	14	7	17	15	23	30	28	19
Career streams												
EPs	3	1	2	2	3	3	7	3	7	4	6	8
Economists	38	27	20	38	35	30	83	82	67	72	70	81
Others	5	5	8	13	12	4	11	15	27	25	24	11
Nationality												
Africa	2	2	2	4	4	1	4	6	7	8	8	3
Asia	11	7	4	8	6	7	24	21	13	15	12	19
Australia/New Zealand	4	2	1	3	3	1	0	6	3	6	6	3
Japan	0	0	0	0	1	0	0	0	0	0	2	0
Other	6	5	3	5	2	6	13	15	10	9	4	16
Europe	16	14	14	14	15	13	35	42	47	26	30	35
France	2	4	1	3	4	2	4	12	3	6	8	5
Germany	1	0	3	3	0	3	2	0	0	6	0	8
United Kingdom	2	3	1	1	2	1	0	9	3	2	4	3
Other	11	6	9	7	9	7	24	18	30	13	18	19
Middle East	2	2	1	0	5	2	4	6	3	0	10	5
Western Hemisphere	15	8	9	27	20	14	33	24	30	51	40	38
Canada	1	2	3	4	1	1	2	6	10	8	2	3
United States	5	5	0	13	14	6	11	15	0	0	28	16
Other	9	1	6	10	5	7	20	3	20	19	10	19

Table 8. Resignations, 1994-1999 1/ (concluded)
Grades A9-B5

	1994	1995	1996	1997	1998	1999	1994	1995	1996	1997	1998	1999
							(in percent of relevant total)					
Grade level												
A9-A10	2	1	3	4	2	2	4	3	10	8	4	5
A11	3	3	3	4	6	3	7	9	10	8	12	8
A12	17	7	9	14	12	7	37	21	30	26	24	19
A13	17	13	8	19	13	9	37	39	27	36	26	24
A14-A15	5	6	7	9	14	15	11	18	23	17	28	41
B1-B5	2	3	0	3	3	1	4	9	0	0	6	3
Years of service												
5 years or less	39	26	23	30	25	13	85	79	77	57	50	35
5 to 7 years	5	4	0	8	10	6	11	12	0	0	20	16
More than 7 years	2	3	7	15	15	18	4	9	23	28	30	49

Source: Human Resources Department

1/ Excludes secondees and special appointees.

Table 9. Economists Resigning from the Fund, 1996 - 1999						
	Public Sector	Academic Posts	Private Financial Sector	International Organizations	Other and Unknown	Total
1996	6	2	7	3	4	22
1997	6	6	20	2	6	40
1998	8	7	15	4	4	38
1999	7	5	8	7	6 1/	33
Total	27	20	50	16	20	133
1/ Includes 2 to the Executive Board.						

26. In terms of their departmental profile, more than one-half (18) of the economists who resigned in 1999 had served in functional departments (six in RES, five in FAD, three in INS, two in PDR, and one each in MAE and TRE.) Nearly 40 percent (13) were area department economists (four from APD, three from WHD, two each from EU1 and MED, and one each from AFR and EU2), and two others from support and liaison departments. Nearly one-half of those who resigned had at least seven years of Fund service behind them and a substantial proportion were regarded as excellent performers. Of particular concern was the fact that there was a significant increase in resignations of staff at Grades A14 and A15 (14 out of 33 economist resignations) because these experienced staff members belonged to the talent pool from which the Fund's managers are drawn.

27. In contrast to the experience with the economist stream, only four staff at Grades A9 and above in the specialized career streams resigned in 1999. This is similar to the level of resignations recorded in the period 1992-1995 for this group. During 1999, the number of female staff resignations in all career streams was one-half (seven) of the 1998 total, similar to the number of such resignations in the period 1994-1996. In terms of geographical background, resignation rates higher than the corresponding proportions of staff were recorded for three regions; seven percent higher for the Western Hemisphere excluding the United States, four percent higher for Asia, and one percent higher for Europe. By contrast, resignations of staff from Africa and the United States were proportionally lower than their representation on the staff (three percent, and nine percent, respectively) Demographic profiles are presented in Table 9.

28. A review of the factors cited by staff as playing a role in their decision to separate from the Fund shows that those staff who left in 1998-1999 held less favorable views than in the past with respect to the level of managerial effectiveness, the work environment, and the

workload balance in the institution. Heavy workload and difficulties in maintaining an appropriate balance between work and personal life have been a recurring concern among staff leaving the Fund. Additionally, the perceived lack of managerial competence and accountability of supervisors is another area of concern pointed out by those leaving the Fund.

B. Separations in Grades A1–A8

29. The total turnover rate for staff in Grades A1–A8 was 5.3 percent, which was slightly lower than both the 1998 percentage (5.6), and the five-year average (5.5) for 1994–1998 (Table 10). However, the number of staff retirees in 1999 (22) increased by more than 20 percent compared to the preceding two years. This number was also higher than 1994–1998 figures. Weak performance was a factor in about half a dozen separations of Grade A1–A8 staff in 1999. Table 11 provides information on the gender, nationality, career streams, and length of service of those staff members in Grades A1–A8 who resigned over the past six years.

Table 10. Separation of Staff, 1994-1999
Grades A1-A8

	1994	1995	1996	1997	1998	1999
Total Separations	47	50	33	33	38	36
Retirements	14	21	20	17	18	22
Early	10	16	15	10	13	15
Normal	3	3	5	7	2	5
Disability	1	2	0	0	3	2
Death	1	0	1	0	0	1
Non-conversion to regular appointment	0	0	1	1	2	0
Resignations	32	29	11	15	18	13
Turnover Rate	6.3	6.8	4.6	4.7	5.6	5.3
(in percent of all staff at A1-A8)						

Source: Human Resources Department

Table 11. Resignations, 1994-1999
Grades A1-A8

	1994	1995	1996	1997	1998	1999	1994	1995	1996	1997	1998	1999
							(in percent of relevant total)					
Resignations	32	29	11	15	18	13	100	100	100	100	100	100
Gender												
Male	3	8	4	4	3	5	9	28	36	27	17	38
Female	29	21	7	11	15	8	91	72	64	73	83	62
Career streams												
Secretarial	22	11	4	7	14	8	69	38	36	47	78	62
Non-secretarial	10	18	7	8	4	5	31	62	64	53	22	38
Nationality												
Africa	2	2	0	0	1	0	6	7	0	0	6	0
Asia	3	3	0	3	4	0	9	10	0	20	22	0
Europe	4	4	2	1	3	0	13	14	18	7	17	0
Middle East	1	2	0	0	0	0	3	7	0	0	0	0
Western Hemisphere	22	18	9	11	10	13	69	62	82	73	56	100
United States	16	15	7	9	9	9	50	52	64	60	50	69
Grade level												
A3/A4/A5	18	14	5	7	10	3	56	48	45	47	56	23
A6/A7	12	11	5	5	6	6	38	38	45	33	33	46
A8	2	4	1	3	2	4	6	14	9	20	11	31
Years of service												
5 years or less	17	13	5	10	4	7	53	45	45	67	22	54
5 to 7 years	4	9	3	1	10	2	13	31	27	7	56	15
More than 7 years	11	7	3	4	4	4	34	24	27	27	22	31

Source: Human Resources Department

Recruitment Missions FY 1996-2000					
Destinations	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000
USA/Canada	X	X	X	X	X
Europe					
France	X	X	X	X	X
Germany	X	X	X	X	X
U.K.	X	X	X	X	X
Italy	X	X	X	X	X
Switzerland	X	X	X	X	X
Austria	X	X		X	X
Belgium	X	X	X		X
Netherlands		X		X	
Spain	X		X	X	
Fin/Nor/Swe	X		X	X	X
Denmark	X		X	X	X
Russia		X		X	X
Other	Poland, Hungary, Czech Republic, Slovak Republic	Ireland, Greece, Turkey	Portugal	Czech Republic, Hungary, Portugal	
Africa	Cameroon/BEAC, Senegal/BCEAO	Ghana, Nigeria		Kenya, South Africa, Zimbabwe	Cameroon, Cote d'Ivoire, Ghana, Nigeria, Senegal
Asia	China, Japan	Japan	Indonesia, Japan, Singapore	Indonesia, Japan	Japan
Middle East	Morocco, Tunisia	Lebanon	Bahrain, Egypt, Jordan, Kuwait, Lebanon, Syria	Algeria, Morocco, Saudi Arabia, Tunisia	AbuDhabi, Egypt, Lebanon, Kuwait, Morocco, Saudi Arabia, Tunisia
Latin America		Argentina, Mexico			Argentina, Brazil, Mexico

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Nationality Distribution List
(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %
AFR	4.202	5.43	5.28	4.72	5.26	5.38	5.34	3.70	5.13	7.50	6.17	4.02	6.27
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	0.23	0.43	0.17	0.00	0.17	0.67	0.18	0.14	0.23	0.31	0.22
Botswana	0.030	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	0.00	0.00	0.00	0.00	0.16	0.00	0.09
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	0.16	0.23	0.00	0.17	0.13	0.26	0.00	0.18	0.29	0.31	0.00	0.26
Cape Verde	0.005	0.00	0.00	0.00	0.00	0.13	0.00	0.00	0.05	0.14	0.00	0.31	0.09
Cent Afr Rep	0.027	0.16	0.00	0.00	0.06	0.00	0.09	0.00	0.05	0.00	0.00	0.31	0.04
Chad	0.027	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	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	0.13	0.17	0.00	0.14	0.29	0.23	0.00	0.22
Congo, Rep.	0.040	0.00	0.11	0.00	0.06	0.00	0.00	0.00	0.00	0.00	0.08	0.00	0.04
Cote D'Ivoire	0.155	0.00	0.23	0.00	0.11	0.00	0.17	0.00	0.09	0.14	0.00	0.00	0.04
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	0.00	0.00	0.00	0.00
Ethiopia	0.064	0.31	0.46	0.00	0.34	0.13	0.34	0.00	0.23	0.00	0.47	0.00	0.26
Gabon	0.073	0.00	0.00	0.00	0.00	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	0.17	0.00	0.09	0.00	0.23	0.00	0.13
Ghana	0.176	0.47	0.34	0.43	0.40	0.67	0.43	0.34	0.50	0.87	0.31	0.31	0.48
Guinea	0.051	0.16	0.00	0.00	0.06	0.13	0.09	0.00	0.09	0.14	0.08	0.00	0.09
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	0.47	0.34	0.00	0.34	0.27	0.34	0.00	0.27	0.43	0.39	0.00	0.35
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	0.00	0.08	0.00	0.04
Madagascar	0.058	0.47	0.00	0.00	0.17	0.54	0.09	0.00	0.23	0.58	0.08	0.00	0.22
Malawi	0.033	0.00	0.11	0.43	0.11	0.00	0.09	0.34	0.09	0.00	0.08	0.62	0.13
Mali	0.044	0.31	0.00	0.00	0.11	0.27	0.00	0.00	0.09	0.29	0.00	0.00	0.09
Mauritius	0.048	0.62	0.34	0.43	0.46	0.67	0.26	0.00	0.36	0.58	0.23	0.31	0.35

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ANNEX I

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Nationality Distribution List
(Excluding The Office of Executive Directors)

Country	Quota	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total
	%	%	%	%	%	%	%	%	%	%	%	%	%
Mozambique	0.054	0.00	0.23	0.00	0.11	0.00	0.17	0.00	0.09	0.00	0.16	0.00	0.09
Namibia	0.065	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.08	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	0.16	0.11	1.29	0.29	0.13	0.09	1.01	0.23	0.43	0.31	0.31	0.35
Rwanda	0.038	0.00	0.00	0.00	0.00	0.00	0.09	0.00	0.05	0.00	0.08	0.00	0.04
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
Senegal	0.077	0.16	0.23	0.00	0.17	0.13	0.34	0.00	0.23	0.29	0.47	0.31	0.39
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	1.09	0.34	0.43	0.63	1.08	0.26	0.34	0.55	1.73	0.16	0.93	0.74
So Africa	0.889	0.47	0.23	0.86	0.40	0.27	0.17	0.67	0.27	0.43	0.55	0.31	0.48
Swaziland	0.024	0.00	0.11	0.00	0.06	0.00	0.09	0.00	0.05	0.00	0.08	0.00	0.04
Tanzania	0.095	0.16	0.57	0.00	0.34	0.27	0.43	0.00	0.32	0.14	0.16	0.00	0.13
Togo	0.035	0.00	0.11	0.00	0.06	0.13	0.17	0.00	0.14	0.14	0.23	0.00	0.17
Uganda	0.086	0.16	0.46	0.00	0.29	0.13	0.34	0.00	0.23	0.00	0.39	0.00	0.22
Zambia	0.233	0.16	0.00	0.43	0.11	0.00	0.17	0.34	0.14	0.14	0.23	0.00	0.17
Zimbabwe	0.168	0.00	0.34	0.00	0.17	0.13	0.26	0.00	0.18	0.00	0.31	0.00	0.17

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Nationality Distribution List
(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %
ASD	17.377	21.12	15.96	15.45	17.79	19.35	15.86	14.48	16.86	18.47	14.52	15.17	15.80
Australia	1.540	2.48	1.72	3.00	2.17	1.34	2.41	3.03	2.14	1.44	1.87	3.10	1.92
Bangladesh	0.254	0.00	0.69	0.43	0.40	0.00	0.52	0.00	0.27	0.00	0.47	0.31	0.30
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	0.00	0.00	0.00
China	2.230	0.78	1.61	0.43	1.14	1.21	1.81	0.67	1.45	1.15	2.42	0.93	1.83
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	4.66	3.44	4.72	4.06	4.84	3.79	4.04	4.18	4.47	3.43	4.64	3.92
Indonesia	0.989	0.00	0.00	0.00	0.00	0.13	0.00	0.00	0.05	0.00	0.00	0.00	0.00
Japan	6.334	0.31	1.72	2.58	1.32	0.40	1.38	3.03	1.27	0.29	1.33	2.48	1.18
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	1.72	0.86	1.32	0.54	1.21	0.67	0.91	0.43	0.62	0.93	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	0.46	0.43	0.63	0.54	0.43	1.01	0.55	0.29	0.39	0.93	0.44
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	0.46	0.00	0.34	0.40	0.34	0.00	0.32	0.43	0.31	0.00	0.30
Nepal	0.034	0.00	0.11	0.00	0.06	0.00	0.17	0.00	0.09	0.00	0.23	0.00	0.13
New Zealand	0.426	0.93	0.57	1.72	0.86	1.08	0.95	1.01	1.00	1.44	0.62	0.31	0.83
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	7.92	1.38	0.00	3.60	7.26	1.29	0.67	3.23	7.22	1.41	0.62	3.05
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	0.410	0.16	0.11	0.00	0.11	0.13	0.17	0.00	0.14	0.00	0.39	0.00	0.22
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	0.47	0.80	0.86	0.69	0.67	0.69	0.00	0.59	0.58	0.31	0.31	0.39
Thailand	0.515	0.78	0.92	0.43	0.80	0.40	0.52	0.34	0.45	0.43	0.47	0.62	0.48

Report ID: NAT_001 - PeopleSoft HRMS
Nationality Distribution List
(Excluding The Office of Executive Directors)

Country	Quota	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total
	%	%	%	%	%	%	%	%	%	%	%	%	%
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	0.47	0.23	0.00	0.29	0.40	0.17	0.00	0.23	0.29	0.23	0.00	0.22

Report ID: NAT_001 - PeopleSoft HRMS
Nationality Distribution List
(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total
		%	%	%	%	%	%	%	%	%	%	%	%
EUR	41.540	18.01	30.20	39.91	27.00	17.61	31.21	41.75	28.03	18.18	33.88	36.22	29.47
Albania	0.023	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.08	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	0.16	0.57	1.72	0.57	0.27	0.43	1.68	0.55	0.29	0.31	1.24	0.44
Azerbaijan	0.077	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.08	0.00	0.04
Belarus	0.184	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.16	0.00	0.09
Belgium	2.191	0.31	2.18	1.72	1.43	0.81	1.98	2.69	1.68	1.01	1.41	2.17	1.39
Bosnia-Herze	0.080	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	0.14	0.16	0.00	0.13
Croatia	0.174	0.00	0.00	0.00	0.00	0.00	0.17	0.00	0.09	0.14	0.16	0.00	0.13
Cyprus	0.066	0.16	0.11	0.00	0.11	0.00	0.26	0.34	0.18	0.00	0.23	0.31	0.17
Czech Rep.	0.390	0.00	0.00	0.00	0.00	0.13	0.17	0.00	0.14	0.14	0.23	0.00	0.17
Denmark	0.782	0.16	1.03	1.29	0.74	0.00	0.60	2.02	0.59	0.00	1.01	1.55	0.78
Estonia	0.031	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.14	0.00	0.00	0.04
Finland	0.601	0.00	0.69	0.86	0.46	0.27	0.69	1.01	0.59	0.00	0.55	0.93	0.44
France	5.109	3.42	5.86	6.44	5.03	2.96	5.52	5.72	4.68	2.74	4.68	4.64	4.09
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	1.09	4.13	5.15	3.15	0.81	4.05	4.71	3.04	0.58	5.46	3.10	3.66
Greece	0.392	0.47	0.69	0.86	0.63	0.40	1.21	1.01	0.91	0.14	1.17	0.93	0.83
Hungary	0.494	0.00	0.11	0.43	0.11	0.00	0.26	0.34	0.18	0.00	0.39	0.00	0.22
Iceland	0.056	0.00	0.00	0.43	0.06	0.00	0.09	0.00	0.05	0.14	0.16	0.00	0.13
Ireland	0.399	0.47	0.46	2.58	0.74	0.13	0.60	2.02	0.64	0.29	0.62	2.17	0.74
Israel	0.442	0.00	0.34	0.43	0.23	0.13	0.26	0.34	0.23	0.14	0.08	0.62	0.17
Italy	3.357	0.93	1.38	1.72	1.26	0.94	1.98	2.36	1.68	0.87	3.04	1.86	2.22
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	0.00	0.00	0.00	0.00
Latvia	0.060	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	0.00	0.00	0.00
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

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Nationality Distribution List
(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %
Malta	0.049	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.08	0.00	0.04
Moldova	0.059	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.08	0.00	0.04
Netherlands	2.456	0.31	1.95	2.58	1.43	0.67	1.98	2.36	1.59	0.58	2.26	1.86	1.70
Norway	0.795	0.00	0.57	0.43	0.34	0.00	0.60	0.67	0.41	0.00	0.62	0.62	0.44
Poland	0.651	0.00	0.23	0.00	0.11	0.13	0.34	0.00	0.23	0.43	0.55	0.00	0.44
Portugal	0.413	0.16	0.34	0.43	0.29	0.13	0.26	0.00	0.18	0.14	0.47	0.00	0.30
Romania	0.490	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Russia	2.829	0.00	0.00	0.00	0.00	0.54	0.69	0.00	0.55	0.87	1.25	0.00	0.96
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.	0.170	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.08	0.00	0.04
Slovenia	0.110	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	0.47	0.92	1.29	0.80	0.27	0.86	1.01	0.68	0.43	1.17	0.31	0.83
Sweden	1.140	0.31	0.57	1.29	0.57	0.13	0.60	0.34	0.41	0.00	0.62	0.62	0.44
Switzerland	1.645	0.00	0.23	0.00	0.11	0.13	0.34	0.00	0.23	0.29	0.62	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	0.16	0.92	0.00	0.51	0.13	0.78	0.34	0.50	0.14	0.62	0.31	0.44
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	9.47	6.54	10.30	8.12	8.47	6.12	12.79	7.81	7.94	5.07	12.69	7.01
Ukraine	0.653	0.00	0.00	0.00	0.00	0.00	0.09	0.00	0.05	0.14	0.16	0.00	0.13
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	0.000	0.00	0.34	0.00	0.17	0.13	0.26	0.00	0.18	0.29	0.23	0.31	0.26

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Nationality Distribution List
(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %
MED	8.625	4.66	6.31	6.44	5.72	3.90	5.09	5.72	4.77	4.04	5.70	5.26	5.14
Afghanistan	0.057	0.78	0.11	0.00	0.34	0.67	0.00	0.00	0.23	0.87	0.00	0.00	0.26
Algeria	0.597	0.16	0.11	0.00	0.11	0.00	0.26	0.00	0.14	0.14	0.31	0.00	0.22
Bahrain	0.064	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.08	0.00	0.04
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	0.78	1.38	1.29	1.14	0.54	0.69	0.34	0.59	0.58	0.78	0.00	0.61
Iran	0.712	0.78	1.26	0.43	0.97	0.40	1.03	1.35	0.86	0.14	1.01	1.24	0.78
Iraq	0.240	0.16	0.00	0.43	0.11	0.13	0.00	0.34	0.09	0.00	0.00	0.00	0.00
Jordan	0.081	0.31	0.46	1.29	0.51	0.13	0.34	0.67	0.32	0.29	0.55	0.62	0.48
Kuwait	0.657	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.08	0.00	0.04
Lebanon	0.097	0.47	1.15	0.43	0.80	0.54	0.69	0.34	0.59	0.29	0.94	0.31	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	0.00	0.43	0.06	0.00	0.09	0.00	0.05	0.00	0.08	0.00	0.04
Morocco	0.280	0.16	0.23	0.00	0.17	0.13	0.17	0.34	0.18	0.43	0.23	0.31	0.30
Oman	0.092	0.00	0.00	0.00	0.00	0.13	0.00	0.00	0.05	0.00	0.00	0.00	0.00
Pakistan	0.492	0.47	0.80	1.72	0.80	0.54	0.69	1.68	0.77	0.87	0.78	1.86	0.96
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 Arab	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	0.31	0.04
Sudan	0.081	0.16	0.23	0.00	0.17	0.13	0.26	0.00	0.18	0.14	0.16	0.00	0.13
Syr Arb Rep	0.140	0.31	0.00	0.00	0.11	0.27	0.17	0.00	0.18	0.29	0.16	0.00	0.17
Tunisia	0.136	0.00	0.34	0.43	0.23	0.00	0.60	0.67	0.41	0.00	0.31	0.62	0.26
Un Arb Emir	0.291	0.00	0.11	0.00	0.06	0.00	0.00	0.00	0.00	0.00	0.08	0.00	0.04
Yemen	0.116	0.16	0.00	0.00	0.06	0.27	0.00	0.00	0.09	0.00	0.16	0.00	0.09

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Nationality Distribution List
(Excluding The Office of Executive Directors)

Country	Quota	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total
		%	%	%	%	%	%	%	%	%	%	%	%
USA	17.675	26.55	26.87	24.03	26.37	27.82	27.07	23.23	26.81	25.54	25.29	25.08	25.34

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Country	Quota %	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total
		%	%	%	%	%	%	%	%	%	%	%	%
WHD 1/	10.581	24.07	15.38	9.44	17.79	25.94	15.43	11.11	18.40	26.26	14.44	14.24	17.98
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	0.93	1.49	3.43	1.54	1.34	1.29	3.37	1.59	1.15	1.01	3.72	1.44
Bahamas	0.045	0.00	0.00	0.00	0.00	0.00	0.09	0.00	0.05	0.14	0.08	0.00	0.09
Barbados	0.032	0.31	0.00	0.00	0.11	0.13	0.09	0.00	0.09	0.14	0.16	0.00	0.13
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	1.71	0.46	0.00	0.86	1.88	0.60	0.00	0.95	1.59	0.47	0.00	0.74
Brazil	1.445	0.62	1.26	0.43	0.92	1.48	1.90	0.67	1.59	2.16	1.64	0.93	1.70
Canada	3.030	2.33	2.76	2.58	2.57	2.55	3.45	3.70	3.18	2.60	3.75	4.33	3.48
Chile	0.407	0.93	2.07	1.29	1.54	0.94	1.21	1.68	1.18	0.72	0.62	2.17	0.87
Colombia	0.368	1.71	0.11	0.00	0.69	2.15	0.34	0.00	0.91	1.88	0.55	0.00	0.87
Costa Rica	0.078	0.31	0.00	0.00	0.11	0.13	0.09	0.34	0.14	0.14	0.16	0.31	0.17
Cuba	0.000	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	0.27	0.09	0.00	0.14	0.14	0.08	0.00	0.09
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	0.57	0.00	0.51	0.67	0.26	0.00	0.36	0.72	0.47	0.00	0.48
El Salvador	0.082	0.47	0.46	0.00	0.40	0.54	0.34	0.00	0.36	0.58	0.55	0.00	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	0.100	1.09	0.00	0.00	0.40	0.94	0.00	0.00	0.32	0.72	0.16	0.00	0.30
Guyana	0.043	0.78	0.34	0.00	0.46	0.54	0.34	0.00	0.36	0.29	0.31	0.00	0.26
Haiti	0.029	0.93	0.11	0.00	0.40	1.08	0.17	0.00	0.45	1.01	0.16	0.00	0.39
Honduras	0.062	0.31	0.00	0.00	0.11	0.40	0.00	0.00	0.14	0.29	0.00	0.00	0.09
Jamaica	0.130	2.48	0.23	0.43	1.09	1.88	0.34	0.00	0.82	1.88	0.31	0.31	0.78
Mexico	1.230	0.31	1.15	0.43	0.74	0.40	0.95	0.34	0.68	0.43	0.70	0.62	0.61
Nicaragua	0.062	0.31	0.23	0.43	0.29	0.54	0.09	0.67	0.32	0.58	0.00	0.62	0.26
Panama	0.098	0.31	0.23	0.00	0.23	0.13	0.17	0.00	0.14	0.29	0.08	0.00	0.13
Paraguay	0.048	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Peru	0.304	3.88	1.95	0.00	2.40	4.57	1.98	0.00	2.59	5.34	1.72	0.62	2.66
St. Kitts	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
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

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Country	Quota %	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %	A01-A08 %	A09-A15 %	B01-B05 %	Total %
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	0.08	0.00	0.04
Trin-Tobago	0.160	1.86	0.46	0.43	0.97	1.75	0.60	0.34	0.95	1.73	0.62	0.31	0.91
Uruguay	0.146	1.40	1.03	0.00	1.03	1.48	0.78	0.00	0.91	1.44	0.55	0.31	0.78
Venezuela	1.265	0.16	0.11	0.00	0.11	0.13	0.17	0.00	0.14	0.14	0.23	0.00	0.17
Total		100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

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Nationality Distribution List
(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total
		No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.
AFR	4.202	35	46	11	92	40	62	11	113	52	79	13	144
Angola	0.136	0	0	0	0	0	0	0	0	0	0	0	0
Benin	0.029	0	2	1	3	0	2	2	4	1	3	1	5
Botswana	0.030	0	0	0	0	0	0	0	0	0	0	0	0
Burkina Faso	0.029	0	0	0	0	0	0	0	0	0	2	0	2
Burundi	0.037	0	0	0	0	0	0	0	0	1	0	0	1
Cameroon	0.088	1	2	0	3	1	3	0	4	2	4	0	6
Cape Verde	0.005	0	0	0	0	1	0	0	1	1	0	1	2
Cen Afr Rep	0.027	1	0	0	1	0	1	0	1	0	0	1	1
Chad	0.027	0	0	0	0	0	0	0	0	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	1	2	0	3	2	3	0	5
Congo, Rep.	0.040	0	1	0	1	0	0	0	0	0	1	0	1
Cote D'Ivoir	0.155	0	2	0	2	0	2	0	2	1	0	0	1
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	0	0	0	0
Ethiopia	0.064	2	4	0	6	1	4	0	5	0	6	0	6
Gabon	0.073	0	0	0	0	0	0	0	0	0	0	0	0
Gambia, The	0.015	0	0	0	0	0	2	0	2	0	3	0	3
Ghana	0.176	3	3	1	7	5	5	1	11	6	4	1	11
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	3	3	0	6	2	4	0	6	3	5	0	8
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	0	1	0	1
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	2	0	0	2
Mauritius	0.048	4	3	1	8	5	3	0	8	4	3	1	8

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Nationality Distribution List
(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total
		No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.
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	0	1	0	1
Sao Tome	0.004	0	0	0	0	0	0	0	0	0	0	0	0
Senegal	0.077	1	2	0	3	1	4	0	5	2	6	1	9
Seychelles	0.004	0	0	0	0	0	0	0	0	0	0	0	0
Sierra Leone	0.049	7	3	1	11	8	3	1	12	12	2	3	17
So Africa	0.889	3	2	2	7	2	2	2	6	3	7	1	11
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	1	3	0	4
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	0	4

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Nationality Distribution List
(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total
		No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.
ASD	17.377	136	139	36	311	144	184	43	371	128	186	49	363
Australia	1.540	16	15	7	38	10	28	9	47	10	24	10	44
Bangladesh	0.254	0	6	1	7	0	6	0	6	0	6	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	0	0	0
China	2.230	5	14	1	20	9	21	2	32	8	31	3	42
Fiji	0.033	0	0	0	0	0	0	0	0	0	0	0	0
India	1.978	30	30	11	71	36	44	12	92	31	44	15	90
Indonesia	0.989	0	0	0	0	1	0	0	1	0	0	0	0
Japan	6.334	2	15	6	23	3	16	9	28	2	17	8	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	8	3	14
Lao Peo Dm R	0.019	0	0	0	0	0	0	0	0	0	0	0	0
Malaysia	0.707	6	4	1	11	4	5	3	12	2	5	3	10
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	8	11	3	22	10	8	1	19
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	51	12	0	63	54	15	2	71	50	18	2	70
Samoa	0.006	0	0	0	0	0	0	0	0	0	0	0	0
Singapore	0.410	1	1	0	2	1	2	0	3	0	5	0	5
Solomon Is	0.005	0	0	0	0	0	0	0	0	0	0	0	0
Sri Lanka	0.197	3	7	2	12	5	8	0	13	4	4	1	9

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Nationality Distribution List
(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		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.
Thailand	0.515	5	8	1	14	3	6	1	10	3	6	2	11
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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(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total
		No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.
EUR	41.540	116	263	93	472	131	362	124	617	126	434	117	677
Albania	0.023	0	0	0	0	0	0	0	0	0	1	0	1
Armenia	0.044	0	0	0	0	0	0	0	0	0	0	0	0
Austria	0.891	1	5	4	10	2	5	5	12	2	4	4	10
Azerbaijan	0.077	0	0	0	0	0	0	0	0	0	1	0	1
Belarus	0.184	0	0	0	0	0	0	0	0	0	2	0	2
Belgium	2.191	2	19	4	25	6	23	8	37	7	18	7	32
Bosnia-Herze	0.080	0	0	0	0	0	0	0	0	0	0	0	0
Bulgaria	0.305	0	0	0	0	0	0	0	0	1	2	0	3
Croatia	0.174	0	0	0	0	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.	0.390	0	0	0	0	1	2	0	3	1	3	0	4
Denmark	0.782	1	9	3	13	0	7	6	13	0	13	5	18
Estonia	0.031	0	0	0	0	0	0	0	0	1	0	0	1
Finland	0.601	0	6	2	8	2	8	3	13	0	7	3	10
France	5.109	22	51	15	88	22	64	17	103	19	60	15	94
Georgia	0.072	0	0	0	0	0	0	0	0	0	0	0	0
Germany	6.189	7	36	12	55	6	47	14	67	4	70	10	84
Greece	0.392	3	6	2	11	3	14	3	20	1	15	3	19
Hungary	0.494	0	1	1	2	0	3	1	4	0	5	0	5
Iceland	0.056	0	0	1	1	0	1	0	1	1	2	0	3
Ireland	0.399	3	4	6	13	1	7	6	14	2	8	7	17
Israel	0.442	0	3	1	4	1	3	1	5	1	1	2	4
Italy	3.357	6	12	4	22	7	23	7	37	6	39	6	51
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	0	0	0	0
Latvia	0.060	0	0	0	0	0	0	0	0	1	0	0	1
Lithuania	0.069	0	0	0	0	0	0	0	0	0	0	0	0
Luxembourg	0.133	0	0	0	0	0	0	0	0	0	0	0	0

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Nationality Distribution List
(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		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.
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	0	1	0	1
Moldova	0.059	0	0	0	0	0	0	0	0	0	1	0	1
Netherlands	2.456	2	17	6	25	5	23	7	35	4	29	6	39
Norway	0.795	0	5	1	6	0	7	2	9	0	8	2	10
Poland	0.651	0	2	0	2	1	4	0	5	3	7	0	10
Portugal	0.413	1	3	1	5	1	3	0	4	1	6	0	7
Romania	0.490	0	0	0	0	0	0	0	0	0	0	0	0
Russia	2.829	0	0	0	0	4	8	0	12	6	16	0	22
San Marino	0.008	0	0	0	0	0	0	0	0	0	0	0	0
Slovak Rep.	0.170	0	0	0	0	0	0	0	0	0	1	0	1
Slovenia	0.110	0	0	0	0	0	0	0	0	0	0	0	0
Spain	1.451	3	8	3	14	2	10	3	15	3	15	1	19
Sweden	1.140	2	5	3	10	1	7	1	9	0	8	2	10
Switzerland	1.645	0	2	0	2	1	4	0	5	2	8	0	10
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	8	1	10
Turkmenistan	0.023	0	0	0	0	0	0	0	0	0	0	0	0
U.K.	5.109	61	57	24	142	63	71	38	172	55	65	41	161
Ukraine	0.653	0	0	0	0	0	1	0	1	1	2	0	3
Uzbekistan	0.131	0	0	0	0	0	0	0	0	0	0	0	0
Yugoslavia	0.000	0	3	0	3	1	3	0	4	2	3	1	6

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Nationality Distribution List
(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total
		No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.
MED	8.625	30	55	15	100	29	59	17	105	28	73	17	118
Afghanistan	0.057	5	1	0	6	5	0	0	5	6	0	0	6
Algeria	0.597	1	1	0	2	0	3	0	3	1	4	0	5
Bahrain	0.064	0	0	0	0	0	0	0	0	0	1	0	1
Djibouti	0.008	0	0	0	0	0	0	0	0	0	0	0	0
Egypt	0.449	5	12	3	20	4	8	1	13	4	10	0	14
Iran	0.712	5	11	1	17	3	12	4	19	1	13	4	18
Iraq	0.240	1	0	1	2	1	0	1	2	0	0	0	0
Jordan	0.081	2	4	3	9	1	4	2	7	2	7	2	11
Kuwait	0.657	0	0	0	0	0	0	0	0	0	1	0	1
Lebanon	0.097	3	10	1	14	4	8	1	13	2	12	1	15
Libya	0.535	0	0	0	0	0	0	0	0	0	0	0	0
Mauritania	0.031	0	0	1	1	0	1	0	1	0	1	0	1
Morocco	0.280	1	2	0	3	1	2	1	4	3	3	1	7
Oman	0.092	0	0	0	0	1	0	0	1	0	0	0	0
Pakistan	0.492	3	7	4	14	4	8	5	17	6	10	6	22
Qatar	0.126	0	0	0	0	0	0	0	0	0	0	0	0
Saudi Arab	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 Arb Rep	0.140	2	0	0	2	2	2	0	4	2	2	0	4
Tunisia	0.136	0	3	1	4	0	7	2	9	0	4	2	6
Un Arb Emir	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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Nationality Distribution List
(Excluding The Office of Executive Directors)

Country	Quota %	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		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.
USA	17.675	171	234	56	461	207	314	69	590	177	324	81	582

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Country	Quota %	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total
		No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.
WHD 1/	10.581	155	134	22	311	193	179	33	405	182	185	46	413
Antigua	0.006	0	0	0	0	0	0	0	0	0	0	0	0
Argentina	1.007	6	13	8	27	10	15	10	35	8	13	12	33
Bahamas	0.045	0	0	0	0	0	1	0	1	1	1	0	2
Barbados	0.032	2	0	0	2	1	1	0	2	1	2	0	3
Belize	0.009	0	0	0	0	0	0	0	0	0	0	0	0
Bolivia	0.082	11	4	0	15	14	7	0	21	11	6	0	17
Brazil	1.445	4	11	1	16	11	22	2	35	15	21	3	39
Canada	3.030	15	24	6	45	19	40	11	70	18	48	14	80
Chile	0.407	6	18	3	27	7	14	5	26	5	8	7	20
Colombia	0.368	11	1	0	12	16	4	0	20	13	7	0	20
Costa Rica	0.078	2	0	0	2	1	1	1	3	1	2	1	4
Cuba	0.000	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	1	0	2
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	3	4	0	7	4	4	0	8	4	7	0	11
Grenada	0.004	0	1	0	1	0	0	0	0	0	0	0	0
Guatemala	0.100	7	0	0	7	7	0	0	7	5	2	0	7
Guyana	0.043	5	3	0	8	4	4	0	8	2	4	0	6
Haiti	0.029	6	1	0	7	8	2	0	10	7	2	0	9
Honduras	0.062	2	0	0	2	3	0	0	3	2	0	0	2
Jamaica	0.130	16	2	1	19	14	4	0	18	13	4	1	18
Mexico	1.230	2	10	1	13	3	11	1	15	3	9	2	14
Nicaragua	0.062	2	2	1	5	4	1	2	7	4	0	2	6
Panama	0.098	2	2	0	4	1	2	0	3	2	1	0	3
Paraguay	0.048	0	0	0	0	0	0	0	0	0	0	0	0
Peru	0.304	25	17	0	42	34	23	0	57	37	22	2	61
St. Kitts	0.004	0	0	0	0	0	0	0	0	1	0	0	1

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Country	Quota %	As of 12/31/1989				As of 12/31/1994				As of 12/31/1999			
		A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total	A01-A08	A09-A15	B01-B05	Total
		No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.
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	0.160	12	4	1	17	13	7	1	21	12	8	1	21
Uruguay	0.146	9	9	0	18	11	9	0	20	10	7	1	18
Venezuela	1.265	1	1	0	2	1	2	0	3	1	3	0	4
Total		644	871	233	1,748	744	1,160	297	2,201	693	1,281	323	2,297

