



Diversity

Annual Report 2002

Leena Lahti

Senior Advisor on Diversity

International Monetary Fund

Contents

Executive Summary	1
Conclusions	5
Recommendations	7
I. Introduction	9
II. The Fund's Diversity Strategy	11
III. Fundwide Accomplishments	14
Enhanced Diversity Action Plan	14
Discrimination Policy	14
Recruitment	14
Staff Development	15
Staff Support, Benefits, and Work/Life Balance	15
The Diversity Advisor's Office	16
IV. The Diversity Picture in Numbers	19
Nationality Representation	21
Gender Representation	27
The Fund's Management Profile	30
V. Departmental Progress	33

Tables

1. Gender Profile of Staff in International Organizations	17
2. Summary of Pipeline Indicators for Economists	20
3. The Fund's Human Resources Management Profile: 1990, 1995, 2000, and 2002	31

Figures

1. Staff by Developing/Industrial Country, Career Stream, and Grade Grouping	20
2. Share of Developing Country Nationals by Career Stream and Grade Grouping, 1998-2002	21
3. Recruitment of Developing Country Nationals by Career Stream in Grade Group A9-A15, 1998-2002	21
4a. Share of Developing and Industrial Country Nationals, Grades A11-B5: Economists	22
4b. Share of Developing and Industrial Country Nationals, Grades A11-B5: Specialized Career Streams	22
5. Staff by Region, Career Stream, and Grade Grouping	23
6a. Share of African Staff, 1998-2002: Economists	23
6b. Share of African Staff, 1998-2002: Specialized Career Streams	23

7a.	Share of Middle Eastern Staff, 1998-2002: Economists	25
7b.	Share of Middle Eastern Staff, 1998-2002: Specialized Career Streams	25
8.	The Region Pyramid: African and Middle Eastern Staff in Grades A15-B5 in 1994 and 2002 by Department Type	25
9.	Staff by Gender, Career Stream, and Grade Grouping, 1998-2002	27
10.	Share of Women by Career Stream and Grade Grouping, 1998-2002	28
11.	Recruitment of Women by Career Stream in Grade Group A9-A15, 1998-2002	28
12a.	Share of Women and Men, Grades A11-B5: Economists	29
12b.	Share of Women and Men, Grades A11-B5: Specialized Career Streams	29
13.	The Gender Pyramid: Women and Men in Grades A15-B5 in 1994 and 2002 by Department Type	30
14.	Share of Developing Country Nationals by Department Type and Grade Grouping	33
15.	Share of A9-A15 Developing Country Nationals by Department	34
16.	Share of B1-B5 Developing Country Nationals by Department	34
17.	Share of Women by Department Type and Grade Grouping	35
18.	Share of A9-A15 Women by Department	36
19.	Share of B1-B5 Women by Department	36

Attachments

Tables

1.	Staff by Region, Gender, Career Stream, and Grade Grouping	41
2.	Share of Staff by Developing/Industrial Countries, by Career Stream and Grade Grouping	42
3.	Recruitment by Region, Gender, Career Stream, and Grade Grouping, 1998-2002	43
4.	Recruitment of Developing Country Nationals by Career Stream and Grade Grouping	44
5.	Distribution of Staff in Pipeline Grades A11-B5 by Region, Developing/Industrial Country, Gender, Career Stream, and Grade	45
6.	Share of Developing and Industrial Country Nationals by Career Stream and by Grade (A11-B5)	46
7.	Five-Year Review of Pipeline Indicators of Economists	47
8.	Staff by Region, Grade Group, and Career Stream, 1998-2002	48
9.	Average Time in Grades A14 and A15 for Economists by Region, Developing/Industrial Country, and Gender	49
10.	Staff Promoted by Region, Gender, Career Stream, and Grade Grouping, 2002	50
11.	The Region Pyramid: African and Middle Eastern Staff in Grades A15-B5 in 1994 and 2002	51
12.	Share of Women and Men by Career Stream and Grade Grouping	52
13.	Recruitment of Women by Career Stream and Grade Grouping	53
14.	Share of Women and Men at Grades A11-B5 by Career Stream	54

15.	The Gender Pyramid: Women and Men in Grades A15-B5 in 1994 and 2002	55
16.	Share of Women and Developing Country Nationals by Department and by Grade Grouping, 1998-2002	56
17.	Share of Developing Country Nationals by Department and Grade Grouping	57
18.	Distribution of A9-B5 Staff by Region and by Department	58
19.	Share of Women by Department and Grade Grouping	59

In view of the international character of the Fund and the value that the Fund attaches to diversity, you are expected to act with tolerance, sensitivity, respect, and impartiality toward other persons' cultures and backgrounds.

(IMF Code of Conduct)



Executive Summary

Diversity is mandated in the Fund's Articles of Agreement and By-Laws, Rules, and Regulations. The Fund also acknowledges a strong business rationale for diversity in serving its 184 member countries: diversity maximizes institutional productivity, innovativeness, and overall performance, and enhances the Fund's attractiveness as an employer. As of end-2002, the Fund's 2,681 staff members represented 141 nationalities. Staff diversity has improved over the past several years, but is not yet evenly spread across career streams and grade levels; progress at the B level, in particular, has been disappointing.

The Fund formalized its commitment to systematic long-term efforts to promote diversity and its management in 1995. The diversity strategy is built on the principles of inclusiveness rather than categorizing staff; balancing quantitative and qualitative guidelines rather than setting quotas; regular and transparent monitoring; decentralized responsibility for implementation; and mainstreaming diversity into the Fund's day-to-day human resources operations.

The Fund is advanced in its diversity policies and practices and is often used by other international institutions as a source of diversity best practices. Key accomplishments in 2002 were the Human Resources Department's (HRD's) development of the Enhanced Diversity Action Plan and the Discrimination Policy, which provide guidelines for action and indicators for monitoring progress.¹ HRD deserves credit for its strategic approach and persistency in promoting broad-based

diversity initiatives and improving overall transparency.

Enhancing diversity through recruitment was challenging in 2002 given the relatively small number of vacancies. In addition to traditional destinations, recruitment missions were made to more than 10 African, Asian, and Middle Eastern countries. Economist Program (EP) recruitment results were encouraging in terms of hires from developing countries as a group, but not with respect to women or African and Middle Eastern nationalities. Mid-career recruitment outcomes were positive from a diversity perspective, but minimal external recruitment to B-level positions did not have a measurable influence on diversity profiles at the management level.

HRD continued to integrate diversity into its training programs, especially management training. However, diversity-specific training has not yet attracted sufficient participation of senior staff and economists, underscoring the need for better tailoring of the curriculum and schedules to meet staff needs and preferences. Participation is also not linked to supervisors' performance standards, which reduces the incentive to attend training exercises. HRD launched a pilot mentoring program for mid-career newcomers that is being evaluated for permanent implementation in 2003. English writing training, followed by individual coaching to solidify skills, is available to all staff and is highly recommended for newcomers; departments must supplement that training by providing sufficient supervisory guidance and feedback to all



¹ Management is expected to issue those policies in 2003.

staff members in the early stages of their careers. Language training is offered in roughly 25 other languages as well. Staff benefits, services, and flexible work arrangements were further enhanced in 2002, including extended benefits for domestic partners, family emergencies, and parent leave options, and the establishment of a new program to support staff and their families in the relocation process.

The Fund monitors quantitative human resources data by gender and nationality. The share of developing country and African nationals is currently in line with those groups' combined country quotas in professional grades, but their representation in managerial grades remains well below their quota shares.² Career indicators suggest that developing country nationals are increasing their pace of advancement, while those for African staff argue for broader efforts to support this group. The Middle Eastern region is underrepresented compared with the combined country quota, but its representation in B grades is stronger than in lower grades. African and Middle Eastern shares have declined in most staff categories during the past five years and recruitment of those nationals has been disappointing, despite HRD's determined efforts. Women's relatively low shares in all grades of the economist career stream continues to be a concern, and progress has

² Each member country of the Fund is assigned a quota, which is calculated on the basis of uniform formulas designed to reflect the relative size of its economy. The country's quota determines its subscription to the Fund, its voting power, its maximum potential access to Fund financial resources, and its share in SDR allocations. Future references to "quotas" are intended to refer to a country's or region's share in total Fund quotas. Over/underrepresentation is determined by subtracting a member country's percentage share of the Fund staff from its percentage share of the financial quota. If the staff percentage is larger (i.e., if the difference is positive), the country is overrepresented; if it is smaller, the country is underrepresented.

remained below expectations. Women's representation in managerial grades Fundwide needs to improve more rapidly; their promotion rates are trending upward, but the gap between women's and men's representation in higher grades is still pronounced.

Departments continue to differ widely in their diversity efforts and outcomes. Area departments have relatively balanced representations of developing and industrial country staff, but the gender imbalance (in favor of men) persists; support departments exhibit opposite trends in both categories. Roughly speaking, African staff members are concentrated in the African Department (AFR), Middle Eastern staff in the Middle Eastern Department (MED). Only 13 Africans and 23 Middle Easterners hold B-level positions, and many departments employ only a few or none of those nationals in their professional and managerial grades. Progress in achieving gender balance varies across the Fund.

Diversity practices and work environments also differ department to department. Most departments have developed orientation programs, mentoring programs, and other channels to facilitate a strong start and level playing field for newcomers. Some departments have demonstrated particularly strong commitment by making supervisors accountable for human resources management, including diversity, and by developing their own diversity practices to complement the Fund's Management Standards and Mission Code of Conduct. Unfortunately, pockets of ignorance and lack of respect for individual differences and needs still exist. Lingering distrust, insufficient feedback, and concerns regarding transparency in performance evaluations create perceptions of subtle discrimination, hard to pinpoint and address.

Management should promptly issue the Enhanced Diversity Action Plan, including the quantitative indicators and qualitative best practices, and the Discrimination Policy. To ensure the credibility of these policies, departmental managers need to be made accountable for promoting diversity, implementing recommended practices, and addressing discrimination, harassment, and other inappropriate behaviors that dampen the motivation of talented staff. HRD should develop a systematic quality-control mechanism to ensure that compensation

procedures result in starting grade and salary equity between women and men and geographic groupings. A “diversity index” of relevant variables—drawn from the Subordinate Assessment of Managers (SAM), the annual stress survey, and forthcoming staff surveys—is needed to monitor departmental and Fundwide diversity management. A systematic review of the Fund’s work environment every two to three years would provide valuable input for managerial decision making.

Diverse people bring diverse perspectives to the Fund's work. Staff Diversity is a major strength of the Fund, but it also poses special challenges for all staff members and especially for managers.

(Diversity brochure, Diversity Advisor's Office)



Conclusions

The Fund has made serious efforts over the past several years to analyze and address diversity concerns, resulting in advanced diversity management policies and practices. HRD should be commended for the initiatives it has developed to promote diversity on all fronts; integration of diversity into the Fund's human resources procedures is creating a solid foundation for the future.

Departments now have access to comprehensive data that empower them in staff planning and management, and guidelines and best practices are available online to be shared and implemented. Diversity issues have become integrated into the dialogue of individual staff members, informal staff groups, the Staff Association Committee (SAC), management, HRD, and Executive Directors. Although some agreement on the importance of diversity exists, views differ with regard to approaches and priorities.

The Fund's management profile is still quite homogeneous. Despite upward trends with respect to women's representation, the Fund has not been able to improve its gender balance compared with other international institutions. And shares of African and Middle Eastern staff—the most vulnerable groups from a diversity perspective—have declined in most categories, notwithstanding determined efforts.

Departments are now doing a better job of managing diversity. However, pockets of negative behaviors and attitudes still exist that do not fully reflect tolerance, respect, dignity, and mutual trust—the core values of well managed diversity. Problems related to lack of trust were highlighted in the

annual reports of both the Ombudsperson and the SAC. Significant progress could be achieved simply by initiating regular dialogue and frequent feedback between supervisors and their staff. Formal practices cannot compensate for shortfalls in personal interaction.

Management's diversity statements and policies are not consistently reflected in the daily operations of some departments. Such gaps should be bridged by addressing identified problems and giving strong feedback on unacceptable managerial performance. No supervisor should be excused if they've ignored basic managerial responsibilities such as conducting Annual Performance Appraisals (APRs) and providing face-to-face feedback to all staff, especially regarding performance problems. More importantly, supervisors should be recognized for exemplary human resources and diversity management; departments' progress in hiring and retaining diverse staff should be acknowledged and rewarded. Fund management performance competencies provide objective instruments for assessment and feedback in these areas.

Concerns about possible conflicts between diversity and staff quality continue to prevail and create a barrier to recognizing the business benefits of staff diversity. Heavy stress also tends to decrease tolerance of diversity, as supervisors are tempted to select team members who can "hit the ground running" without acculturation or guidance. Cultural familiarity, similarity of values, visibility, and "being in the right place at the right time" serve majority individuals better than minority staff.



As the most egregious inequities are addressed by diversity-sensitive policies and practices, more subtle inequities—so-called “micro-inequities”—emerge.³ This is typical in highly advanced organizations that employ well-educated, intelligent staff, and can only be addressed by open and appreciative interactions between supervisors, staff, and colleagues. Micro-inequities are often unintentional and can contain conflicting dual messages. Hard to identify and even harder to prove and address, such inequities are harmful to the mental well being and productivity of staff, and reduce opportunities to build mutual trust between staff and management.

Staff desires a clear, consistent signal from top management that confirms its joint commitment to the Fund’s diversity goals and ongoing efforts, and is backed

up by departmental managers being held accountable for diversity outcomes. The focus of the dialogue should not be diversity versus quality, but how to stretch traditional professional networks and identify new candidate pools, how to reach and attract the best of those candidates, and how to ensure that every strong “diverse” candidate is picked from the pipeline. Each of those candidates then needs to be given opportunities to develop and demonstrate their talent, and be assured a fair environment for career progression. HRD cannot accomplish this alone; departments have to integrate these objectives into their own hiring and career development practices in order to sustain a diversity-sensitive environment that nurtures all staff members and maximizes their potential.

³ Mary P. Rowe Sloan, “Barriers to Equality: The Power of Subtle Discrimination to Maintain Unequal Opportunity,” *Employee Responsibilities and Rights Journal*, Vol. 3, No. 2, 1990.

Recommendations

1. Management should promptly issue the Enhanced Diversity Action Plan (including quantitative indicators and qualitative best practices) and the Discrimination Policy.
2. Departmental managers must be held accountable for promoting staff diversity, especially in senior grades, as proposed in the Enhanced Diversity Action Plan.
3. Supervisors must be held accountable for developing and implementing appropriate diversity management practices. The following best practices are crucial for sustainable diversity development:
 - a. Every staff member must receive frequent, face-to-face performance feedback, in addition to formal APRs. This is especially important for new staff members who come from “foreign” work cultures and are unfamiliar with the Fund’s unwritten norms and communication style.
 - b. Supervisors must formulate individual development plans and discuss them with their staff members, with priority given to those who belong to vulnerable groups identified by diversity indicators.
 - c. Individual staff members, especially those who belong to minority groups, must be assigned a mentor they can respect, trust, and turn to confidentially with career-related questions and concerns.
4. Develop a “diversity index” of relevant variables drawn from the Subordinate Assessment of Managers (SAM), stress surveys, and forthcoming staff surveys to monitor diversity management progress in a systematic manner.
5. Initiate regular monitoring of starting grades and salaries to identify trends between women and men, and regional staff groups. This review should become a permanent quality-control element in staff compensation procedures.
6. Implement the African Scholarship Program and introduce a Middle Eastern Scholarship Program. Ensure that a committed economist mentor is provided for each participating scholar, as proposed in the programs.⁴
7. Set basic diversity training requirements for promotions to supervisory grades. HRD training records provide data that can be incorporated into promotion considerations.
8. Redesign the diversity training curriculum to ensure that topics, target groups, and training formats are tailored to the needs and work schedules of staff and managers.

⁴As of this writing, the African Scholarship Program has been approved by management, but donor funding is still being sought; the Middle East Scholarship Program is still in the drafting stage.



Every Fund employee shares responsibility for contributing to a work environment that promotes equal treatment and is free from discrimination, as the foundation for good institutional and individual performance.

(Discrimination Policy - draft)



I. Introduction

As of end-2002, the Fund's 2,681 staff members stemmed from 141 countries. Overall, staff diversity has improved in the past several years, but is not yet even across career streams and grade groups.

The Fund's diversity program was formally launched in 1995 with the creation of the Special Advisor on Diversity position (later renamed to Senior Advisor on Diversity), and further clarified in 1996 by the Managing Director's statement on "Measures to Promote Staff Diversity and Address Discrimination." Significant work in this area had already been done, including the 1994 Status of Women in the Fund study and the 1995 Discrimination in the Fund study, both of which directed future strategies. Current diversity programs and actions fall into the following categories:

- (1) integration of diversity into Fundwide human resources management policies and practices (mainstreaming);
- (2) preventive actions to strengthen the safety net for special staff groups; and
- (3) investigative and corrective actions to address problems.

The original geographic approach to diversity has gradually evolved into an inclusive approach that acknowledges gender, family status, language, race, religion, sexual orientation, and other diversity aspects. Within the framework of its generally western human resources practices, the Fund is doing its best to improve and modify its policies and procedures to allow all employees to be equally heard, understood, and awarded for their strengths. Indeed, other international institutions often turn to the Fund as a source of diversity best practices. More work is needed, however, to truly adopt the

spirit of these policies and ensure that each department and division implements them with efficiency and accountability of all supervisors.

The Fund's human resources indicators include a range of diversity variables that provide a framework for measuring progress; additional indicators need to be developed, however, to capture the complete picture. From 1996-1999 each department prepared an annual diversity action plan and follow-up report, which in 2000 were integrated into new departmental human resources plans linked to departmental business plans, thereby creating a business-relevant framework for diversity. Departmental diversity progress is tracked through statistics, various reviews, and perhaps most importantly, through HRD Business Advisors' ongoing work with departments.

Since 1996, the Senior Advisor on Diversity has prepared a Diversity Annual Report for management, which is also distributed to Executive Directors and staff. The report has been available to the public since 2000 on the Fund's external Web site, a remarkable signal of the institution's commitment to transparency. Diversity Annual Reports—all of which are available on the Diversity Web site—measure progress by trends over time, both Fundwide and within departments.

The objectives of the 2002 report are to:

- outline the Fund's diversity strategy;
- report on the main actions taken in calendar year 2002 and monitor and analyze progress over time;
- identify concerns; and
- recommend further steps.



All team members should contribute to establishing an atmosphere of mutual respect and consideration....Mission chiefs have a particular responsibility to show consideration and respect to mission members, to maintain good team relations, and to address inappropriate or insensitive behavior by other team members.

(Mission Code of Conduct)



II. The Fund's Diversity Strategy

The Fund's diversity strategy is driven by the mandate encompassed in the Articles of Agreement and By-Laws, Rules, and Regulations. Recognition of a strong business rationale for diversity has also developed over time, strengthening the momentum of policy efforts.

Diversity as conceptualized in the above-mentioned Fund documents focused on nationality and gender. From a human resources perspective, however, diversity includes all those characteristics that make individuals unique and the work community truly diverse, such as age, culture, education, ethnic background, gender, nationality, native language, physical ability, profession, race, religion, and sexual orientation. Only some of these characteristics can be captured and measured in numbers; managerial practices should be sensitive to them all.

The strategy is based on the following principles:

- An inclusive approach including, but not limited to, gender, nationality, cultural background, and native language, avoiding categorization of staff into exclusive interest groups.
- Balanced quantitative and qualitative guidelines, rather than quotas.
- Regular monitoring of progress Fundwide and in departments.
- Transparency of data, progress, and concerns.
- Integrating (mainstreaming) diversity into Fundwide human resources policies and practices, including

recruitment, development programs, and performance appraisals.

- Decentralized responsibility for implementing diversity initiatives in departments, HRD, and the Diversity Advisor's office, as well as in review committees, interview panels, working groups, and informal staff groups. That responsibility extends to individual staff members' interactions with one another.

Quantitatively, the strategy focuses on Fund staff groups that are poorly represented overall or in higher grades: women, nationals of developing countries, and the African and Middle Eastern regions. Starting in 2003, employment and career progression trends of nationals from European transition countries will also be monitored. Qualitatively, emphasis is placed on the soundness of overall human resources management, with special attention to underrepresented staff groups and identification of best practices known to promote a level playing field, such as mentoring and individual development plans.

To supplement the proactive diversity strategy detailed above, the Fund also draws upon informal and formal mechanisms to identify and address diversity-related problems; has defined harassment and discrimination policies and assigned advisors on these issues who will start their work in 2003; and seeks input from the Ombudsperson and the Ethics Officer.



*The basic values of impartiality, integrity, and
discretion should govern all aspects of your conduct in
your work.*

(Code of Conduct)



Before: Staff Survey 1992, Work-at-Home (WAH) pilot 1993, Report by the Working Group on the Status of Women 1994, Study of Gender Differences in Written APRs 1994, Cross-Cultural training seminars and workshops 1994, Discrimination in the Fund report 1995, WAH policy Fundwide 1995, Appointment of the Special Advisor on Diversity 1995, Expanded Mobility Program 1995.



DIVERSITY TIMELINE

1996

Fundwide Diversity Action Plan introduced.
 MD statement on zero tolerance of discrimination.
 Departmental Action Plans on Diversity started.

1997

Discrimination Review of individual cases: 1997-1999.
 Review committees revised working procedures for review of stock of candidates.
 Mentoring for newcomers started by Diversity Advisor.
 Diversity Weeks (workshops/seminars) started, given three times a year, later twice a year.
 Adoption leave extended for men.
 Improved Annual Performance Review (APR) procedures for consistency, objectivity, and fairness.
 First Diversity Annual Report issued; Diversity Web site published.

1998

Subordinates' annual assessment of supervisors started (SFE, later SAM).
 Code of Conduct established.

1999

Study on gender differences in APRs.
 Policy on Harassment revised.
 Diversity Pipeline Reports developed for departmental HR planning, updated twice a year.
 HR Indicators with diversity integration on the Intranet, stopped in 2001.
 Diversity-sensitive interview methods and training introduced.
 Interview panels and recruitment missions diversified.
 Diversity items added to APRs and SFE.

2000

Ethics Officer appointed.
 Diversity action plans integrated into new annual HR departmental plans.
 Internet-based recruitment application system online.
 Compressed Work Schedule (CWS) pilot.
 Emergency child-care system in place.
 Medical benefits extended to domestic partners.
 Diversity Annual Reports on the external Web site.

2001

Diversity mainstreamed into HRD operations, metrics, and accountability.
 Full-time child care center opened.
 CWS policy in place Fundwide.
 Centralized mid-career interview panels established.

2002

Mission Code of Conduct introduced.
 Management Standards introduced.
 Many training programs redesigned to integrate diversity.
 Task Force on diversity benchmarks.
 Fundwide mentoring program pilot for mid-career newcomers launched.
 Performance management restructured for fixed-term.
 Staff and Family Relocation Services - program established.
 African and Arab scholarship programs designed.
 Domestic Partner Benefits extended.
 Special Family Emergency Leave introduced.
 Paternity Leave introduced.



III. Fundwide Accomplishments

The Fund has advanced significantly in its overall diversity approach. Many other international institutions draw on the Fund as a source of best practices, examples of which include flexible work arrangement policies such as the Compressed Work Schedule (CWS) and Work at Home (WAH); annual departmental human resources plans with diversity integration; systematic assessment procedures for promotion (the Management Development Center (MDC), SAM, and review committees); mentoring programs; child care and emergency care systems; Domestic Partner Benefits; and Management Standards and the Mission Code of Conduct.

Enhanced Diversity Action Plan

One of the major strategic initiatives of 2002 was the development of the Enhanced Diversity Action Plan that management requested HRD to prepare to address concerns identified in previous Annual Diversity Reports. As part of that exercise, HRD assigned the Task Force on Diversity Benchmarks to review the Fund's existing diversity status and potential candidate pools, and to prepare recommendations for Fund-specific diversity benchmarks. The task force itself reflected staff diversity in terms of gender, nationality, grade, and department. The benchmarks—or "indicators"—are expected to be included in the Enhanced Diversity Action Plan after management's approval; the document will be distributed to staff in due course. The draft action plan was reviewed by departments and discussed informally with Executive Directors, who requested that a board meeting on this issue be scheduled in Spring 2003.

Discrimination Policy

Supplementary to the Enhanced Diversity Action Plan was the development of the Discrimination Policy, which consolidates previous management statements on discrimination into one document. The policy provides a clear definition of discrimination, as well as information on informal and formal systems available to help staff address problems appropriately. Departments' comments have been incorporated into the policy document; management approval is expected in 2003

Recruitment

In the current environment of decreasing recruitment, every hire has an even greater impact on the Fund's diversity status; recruitment operations in 2002 were therefore geared more than ever to diversity outcomes. No recruitment action was taken or HRD report issued without taking into account diversity considerations. In addition to the traditional destinations, recruitment missions were made to Cameroon, China, Côte D'Ivoire, Egypt, Japan, Nigeria, Poland, Russia, Senegal, South Africa, and the United Arab Emirates. African and Middle Eastern scholarship programs were developed to support Fund recruitment from these underrepresented regions. The 2002 Staff Recruitment and Retention Experience report was once again a commendable example of diversity integration. The establishment of centralized mid-career economist recruitment panels in 2001 seems to be meeting the objective of improving the diversification of mid-career recruitment.



Staff Development

A pilot mentoring program for mid-career newcomers (with less than five years of Fund service) was launched in March 2002. The program's special efforts to encourage women and underrepresented nationals to become mentees were successful, but the share of African participants was lower than expected given previously expressed demand. The Diversity Advisor's office followed up with a survey of African economists' views on mentoring, the findings of which indicate some distrust in the Fund's mentoring efforts and diversity commitment. Several African economists did not expect mentoring to benefit their careers. Gaps also seemed to exist in marketing the pilot to potential mentee and mentor candidates. In many cases, survey respondents had had a negative experience with departmental mentoring programs due to inappropriate matching, poor commitment of their mentors, and insufficient briefing on the mentoring program and its purpose. These findings demonstrate that departments need to strengthen both the design and implementation of their mentoring programs to ensure positive outcomes.

The Staff Development Division (SDD) has worked to integrate diversity into its already high quality training programs, especially in management development. Seminars such as the Fundamentals of Management, Giving and Receiving Feedback, Interviewing Skills, Individual and Interpersonal Effectiveness, APR Briefings, and Career Development Workshops were "diversified" by 2001; in 2002, diversity considerations were integrated into new programs such as Managing Effective Missions and Resolving Conflicts. Work along these lines should continue with the MDC in cooperation with the Diversity Advisor. Familiarity with issues pertaining to cultural differences is included in the criteria for selecting SDD course instructors.

Diversity Weeks were held twice in 2002. Despite good feedback from participants, attendance at the various seminars (178 staff members) was again disappointing. Men accounted for only 15 to 20 percent of participants; staff in grades A10 and higher accounted for 35 to 40 percent. Given that their education and work experience are unlikely to have provided a firm grounding in human resources management, Fund supervisors should be expected to seek diversity training. Input from Senior Personnel Managers (SPMs) suggests that SDD should tailor its diversity training programs to the Fund's work environment by providing more focused topics, shorter sessions, and departmental offerings. HRD should place higher priority on these types of training updates and their resource requirements.

English language training is available to all Fund staff, and non-native English speakers are strongly encouraged to pursue such training in the early stages of employment; however, there is still high demand for more supervisory feedback and guidance on written communication skills early in staff members' careers. Training in roughly 25 other languages is also offered; 460 individuals took advantage of some form of language training in 2002. The Fund has yet to develop systems to reward competencies in, and usage of, languages other than English on missions and in other assignments, which would help compensate for possible language biases.

Staff Support, Benefits, and Work/Life Balance

The Fund has made impressive progress over the past few years in improving staff support, benefits, and work/life balance. New policy introductions in 2002 include Paternity Leave and Special Family Emergency Leave; extensions of Emergency Leave and Leave Without Pay for Personal Reasons; more flexible arrangements for Maternity Leave and

Adoption Leave; and a broadening of Administrative Leave. Non-U.S. staff members with permanent resident status were given the opportunity to relinquish permanent residency to obtain G4 status and expatriate benefits. Domestic Partner benefits were extended significantly, and the Staff and Family Relocation Services Program was established to support new employees and their families in their adjustment to the Fund and the Washington, D.C. area.

The Diversity Advisor's Office

In addition to the survey of African economists' views on mentoring noted above, the Diversity Advisor conducted a study on Career Success Factors of Fund Economists. The sample consisted of the 72 economists recruited in 1985, 1987, and 1989 who still work at the Fund; data reflected their careers from appointment to 2002. Twenty-two staff members from the study group were interviewed. The study findings parallel conclusions drawn from practical experience, namely: being hired at a younger age, having strong English language oral and written skills, and understanding the Fund's communication skill requirements are critical factors in career progress. Early performance ratings also seem to weigh heavily in career outcomes.

More interestingly, the study indicates that the following additional factors are associated with career advancement: the ability to learn from one's supervisors by watching and emulating; having a mentor; feeling control over one's work; and having

positive "critical incidents" during one's career, such as work assignments that give the individual higher than average responsibility for her/his position, significantly enhanced exposure to senior staff, or opportunities to work on high profile projects. Fund staff's experience and research conducted externally demonstrate that such career enhancement factors are more significant to minority group members than majority ones.

Along with representing the Fund on staff diversity issues within the institution, the Diversity Advisor continues to participate in the international diversity advisors' network ORIGIN and chairs the Multilateral Development Banks/IMF Working Group on Staff Gender. She also serves as the external expert member in the Consultative Group on International Agricultural Research (CGIAR) Gender and Diversity Advisory Board. ORIGIN—an active and productive group comprised of diversity advisors and focal points in 36 international institutions—is an important forum for documenting and sharing data and best practices. In 2002 the group conducted membership-wide surveys on eight topics, examples of which include diversity benchmarks, parental leave, mobility policies, and spouse employment. The Diversity Advisor's office prepared a summary report on each ORIGIN survey as background material for the Fund's human resources policy development, thereby taking advantage of ever stronger channels of diversity knowledge management across institutions. Gender data comparisons are reflected in Table 1.

Table 1. Gender Profile of Staff in International Organizations¹

Organization	Percent Female Staff			
	Management	Professional	Support	Total
UNICEF (2/03)	32.8	45.4	48.6	47.2
WFP - World Food Programme (1/01)	31.0	36.0	44.0	42.9
UNHCR (1/01)	29.2	39.5	44.0	43.2
UNDP (12/02)	25.0	39.0		
UN - Secretariat (6/02)	24.7	35.0	61.9	47.9
World Bank (12/02)	23.2 ²	46.3	84.9	52.5
UNESCO (5/01)	22.9	47.0	65.0	55.0
WHO - World Health Organization (12/02)	20.7	34.8	58.1	47.0
IOM - International Org. for Migration (12/00)	17.5	28.0	45.0	42.2
IDB (12/02)	17.2	41.1	91.1	47.6
European Commission (1/03)	15.3	32.1	60.0	46.2
International Monetary Fund (12/02)	15.2	34.8	84.5	46.4
Council of Europe (12/01)	14.2	38.6	71.8	59.7
AfDB - African Development Bank (3/01)	12.0	22.0	29.0	24.0
FAO - Food and Agriculture Org. (5/01)	11.8	23.8	62.4	47.5
IAEA (1/03)	11.6	18.3	61.0	41.9
EIB - European Investment Bank (2/03)	10.5	33.1	84.0	48.9
ADB - Asian Development Bank (12/02)	6.6	30.7	71.5	55.8
WMO - World Meteorological Org. (1/01)	5.0	20.4	73.5	51.5

Sources: Organizational Gender Issues Network (ORIGIN) Member Fact Sheets 2002; MDB/IMF Working Group on Gender; UN Report of the Secretary General on the Improvement of the Status of Women in the UN System, 2002.

¹ Figures are generated following the ORIGIN Annual Meetings which take place in June.

² World Bank management grades GH+ are comparable to IMF grades A15+; IMF management grades are B1-B5.

Create an open communication atmosphere in which people are comfortable to discuss issues freely. Encourage staff to say what they think, listen to what they say, and let them know that their views, including contrary ones, are appreciated.

(Key Personnel Management Standards)



IV. The Diversity Picture in Numbers

The Fund's diversity strategy evolves through regular monitoring of qualitative and quantitative indicators. Data and analysis are openly shared with staff, managers, the Executive Board and, since 2000, with the public on the Fund's external Web site. This chapter reviews staff gender and nationality (grouped by region and into developing/industrial countries) representations from the standpoint of staff count, recruitment, promotions, and pipeline dynamics.⁵ The nationality focus is on the African and Middle Eastern regions and developing countries as a group—the Fund's diversity priorities. Analysis is centered on CY 2002, but some data from 1998 through 2002 are assessed to reveal trends.⁶ Because of concerns about accuracy and privacy, the Fund does not collect data on certain diversity aspects, such as race, ethnic background, or religion, which should not be interpreted as these factors being of lower importance.

The Fund does not set targets or quotas for diversity; however, internal and external benchmarks are needed to provide guidelines. As in the Fund's country operations, benchmarks serve as instruments for implementation, evaluation, and refocusing. When management issued the first Fundwide Diversity Action Plan in

1996, it was decided that member countries' quota shares would serve as a general benchmark for nationality and regional representation. Regional groupings follow the country groupings of the Fund's area departments, and therefore do not exactly correspond to the groupings used in other international institutions, including the World Bank.⁷ Benchmarks used to assess women's representation include the share of female PhD economists graduating from major universities (25 to 30 percent) and comparable data in other international institutions. The concept of "critical mass," 30 to 35 percent of total staff, is also used as a reference for gender balance.⁸

Career dynamics and progress in the economist career stream are monitored via a combination of three "pipeline indicators," all of which focus on the threshold between grades A14 and A15, where prospects for promotion to B-grade managerial positions are assessed.⁹ Those indicators include a) share of economists in grades A15 to B5 relative to the entire economist population;



⁵ A staff member's nationality is defined by the primary citizenship she or he reported when joining the Fund. At this point, multiple or previous nationalities are not included in the database. It should also be noted that staff in grades A1 to A8 are hired locally; diversity guidelines have therefore not been set for this category.

⁶ Diversity Annual Reports dating back to 1996 are available on the Fund's intranet and on its external Web site.

⁷ The World Bank combines African and Caribbean countries as a proxy to monitor the share of black staff. The World Bank has not set monitoring guidelines for Middle Eastern staff.

⁸ Rosabeth Moss Kanter, a prominent author and scholar, introduced the concept of critical mass in 1977 to reflect the share of minority members needed to influence decision-making and act as an autonomous group in an organization. Although the concept can theoretically be applied to any minority group, it is not a practical tool in the Fund's regional review and country quota framework.

⁹ Specialized career streams are too disparate to be able to monitor pipelines effectively across the group.

Table 2. Summary of Pipeline Indicators for Economists

Grade	Africa	Asia	Europe	Middle East	U.S.	Other West. Hem.	Total	Devel. Country	Indust. Country	Women	Men
Percent Staff in A14 ¹	31.5	25.1	22.4	27.3	29.3	36.9	27.0	29.8	25.1	24.1	27.8
Percent Staff in A15 ¹	15.1	10.8	11.8	12.1	21.7	11.3	13.3	10.3	15.3	7.8	14.7
Ratio of A15/A14	.48	.43	.53	.44	.74	.31	.49	.34	.61	.32	.53
Percent Staff in A15-B5 ¹	31.4	33.4	33.2	40.9	52.0	32.5	36.4	29.5	40.9	21.0	40.3
Average time-in-grade A15 ²	2.79	1.49	2.47	2.63	2.62	2.46	2.41	2.29	2.47	1.39	2.55
Average time-in-grade A14 ²	4.75	2.13	2.75	3.90	4.48	2.30	3.05	2.63	3.38	3.20	3.02

Source: PeopleSoft HRMS

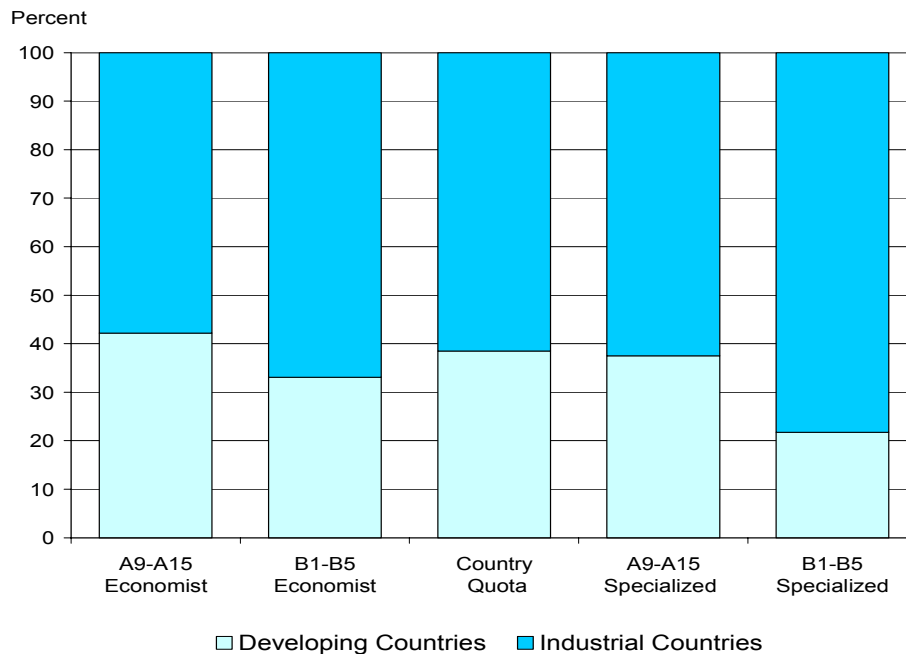
¹ Total is staff at grades A11-B5.

² Years time-in-grade.

b) ratio of economists at grade A15 to those at grade A14; and c) time-in-grade at A14 and A15. Pipeline indicators reflect recent pipeline development, but are also influenced by past long-term hiring patterns and stocks of internal candidates. Because

indicators are sensitive to individual cases in small staff groups, trends are also monitored over time and across several variables to broaden the picture (Table 7 in Attachments). Promotion rates supplement this information.

Figure 1. Staff by Developing/Industrial Country, Career Stream, and Grade Grouping



Nationality Representation

Staff from developing countries

Developing country staff representation in the economist career stream has gradually improved, with current levels of 42.2 percent in grades A9 to A15 (exceeding the regional quota of 38.5 percent) and 33.1 percent in the B grades. In the specialized career streams, developing country nationals are marginally underrepresented in grades A9 to A15 (37.5 percent) and significantly so in the B grades (21.7 percent), although trends improved somewhat in 2002 (Figures 1 and 2; Tables 1 and 2 in Attachments).

Recruitment of candidates from developing countries has increased significantly over the past five years—in the EP from 39

percent to 52 percent, in the mid-career economist grades from 39 percent to 43 percent, and in the specialized career streams professional grades from 18 percent to 46 percent. Developing country recruitment to the economist B grades has fluctuated between 20 percent and 43 percent during that time, with an outcome of 40 percent in 2002. In the specialized career streams, only 20 percent of recruits in 2002 stemmed from developing countries (Figure 3; Tables 3 and 4 in Attachments).

The grade profile of developing country nationals is uneven, with representation declining from the lowest grade group to the highest, with the exception of a high share in grade B1. The share of developing country economists in grades A15 to B5 relative to all developing country economists is only

Figure 2. Share of Developing Country Nationals by Career Stream and Grade Grouping, 1998-2002

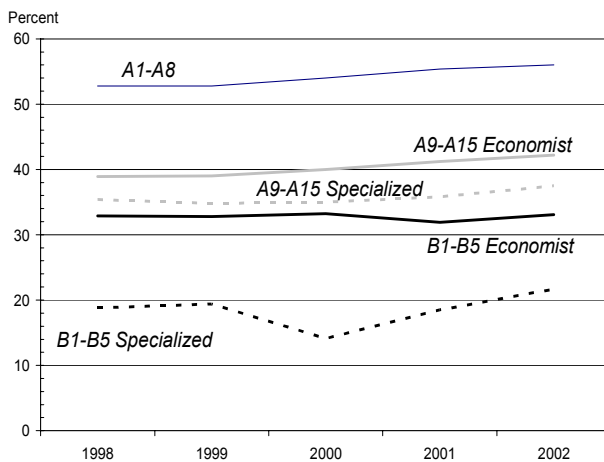


Figure 3. Recruitment of Developing Country Nationals by Career Stream in Grade Group A9-A15, 1998-2002

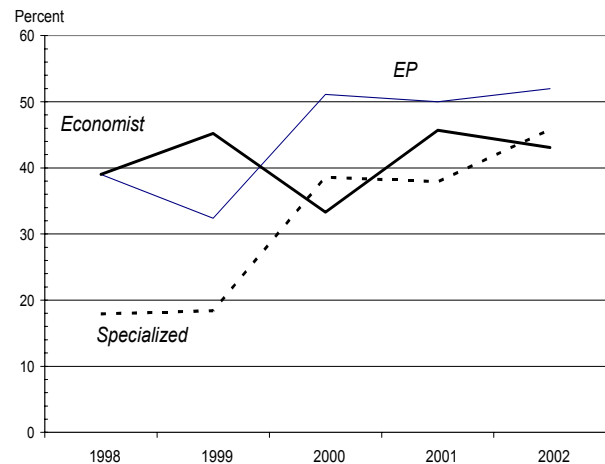
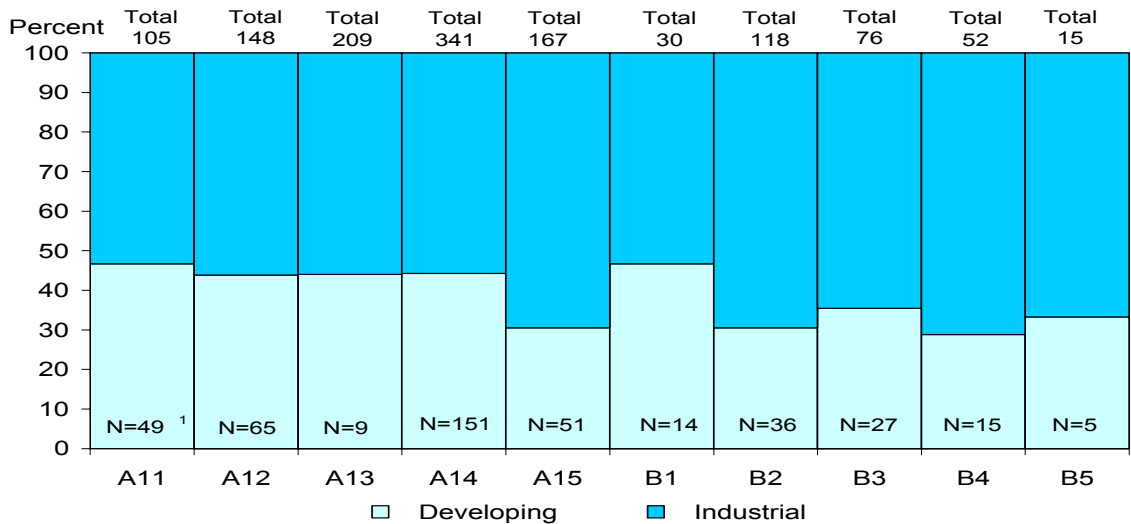


Figure 4a. Share of Developing and Industrial Country Nationals, Grades A11-B5: Economists

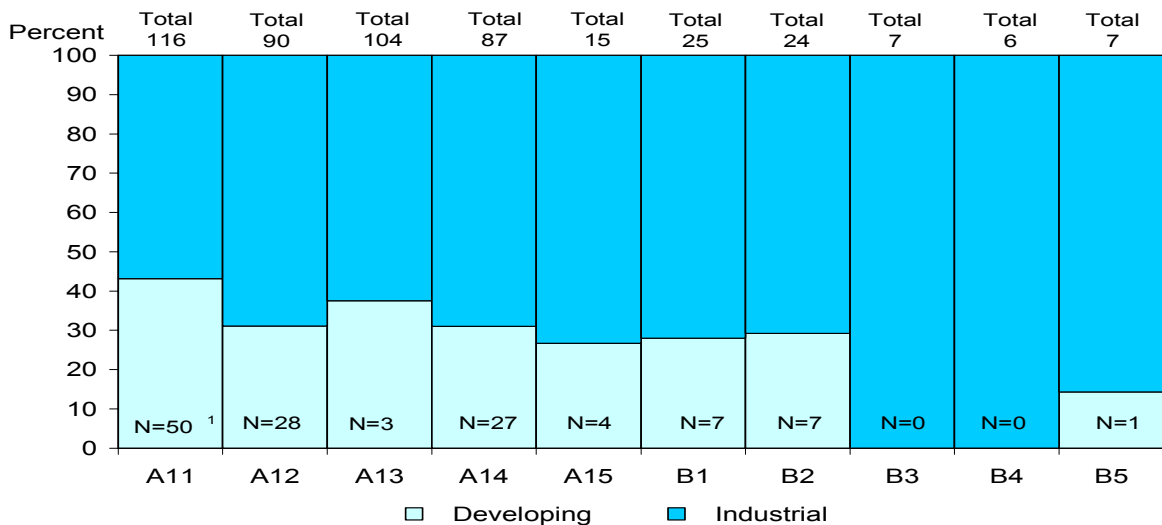


¹N=Number of developing country nationals in the grade.

29.3 percent, compared with the respective industrial country staff share of 41 percent. The ratio of developing country staff in grade A15 relative to grade A14—the critical divider in an economist’s career—is .34, while that for industrial country nationals is .61. However, average times-in-grade for

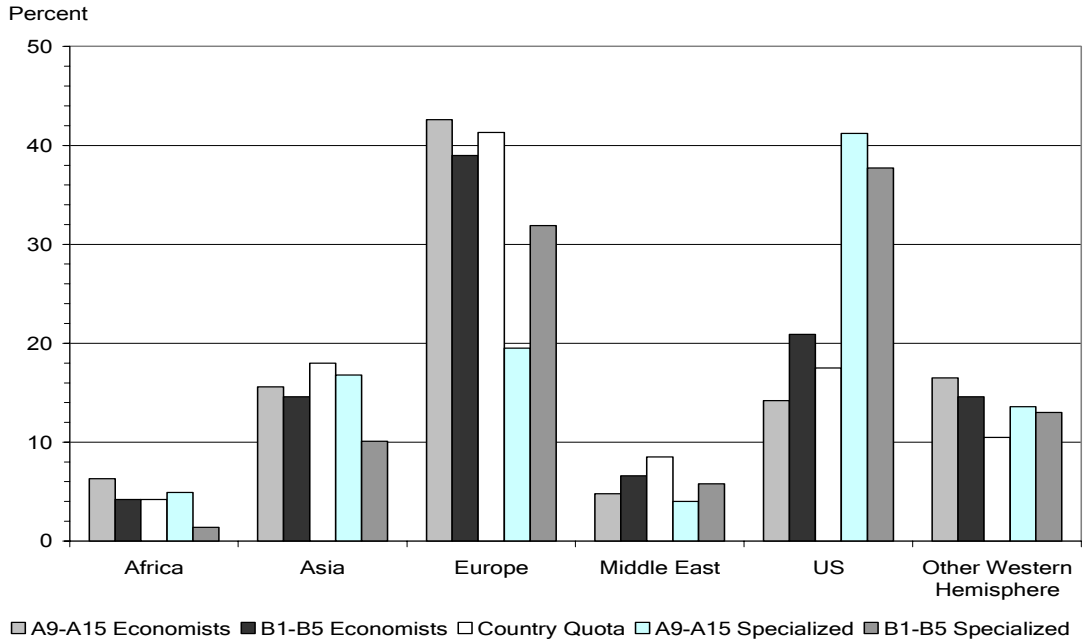
developing country economists currently in A14 and A15 positions are shorter than those of their industrial country counterparts, reflecting improving career progress (Table 2; Figures 4a and 4b; Tables 5, 6, 7, and 9 in Attachments).

Figure 4b. Share of Developing and Industrial Country Nationals, Grades A11-B5: Specialized Career Streams



¹N=Number of developing country nationals in the grade.

Figure 5. Staff by Region, Career Stream, and Grade Grouping



African staff

The Fund employs 172 African staff members, comprising a share of total staff (6.4 percent) that exceeds the regional quota (4.2 percent). Africans are concentrated at the lowest grades; at the B level, the region

is represented by only 13 individuals accounting for 3.7 percent of all B-level staff (Figure 5; Table 1 in Attachments).

Overall, the share of African staff has not improved over the past five years. Indeed, during that time the representation of African

Figure 6a. Share of African Staff, 1998-2002: Economists

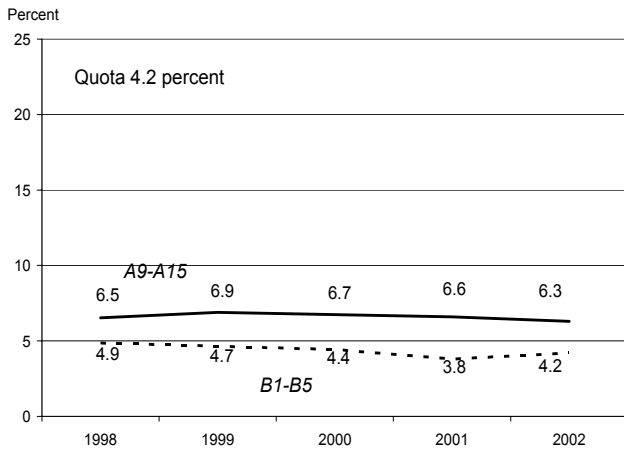
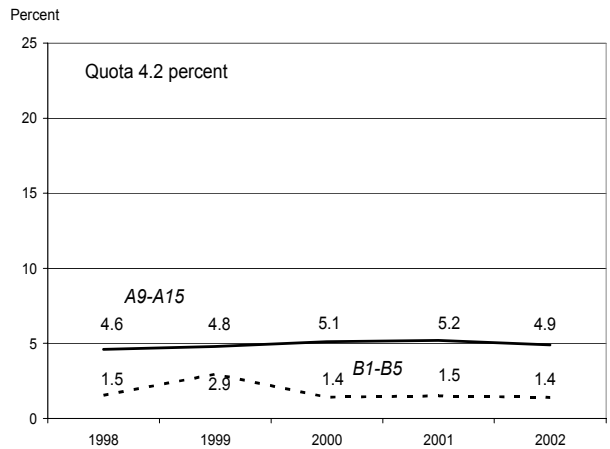


Figure 6b. Share of African Staff, 1998-2002: Specialized Career Streams



economists in grades A9 to A15 has dropped from 6.5 percent to 6.3 percent and in the B grades from 4.9 percent to 4.2 percent. In the specialized career streams, the respective numbers moved from 4.6 percent to 4.9 percent and from 1.5 percent to 1.4 percent (Figures 6a and 6b; Tables 1 and 8 in Attachments).

Recruitment of African staff in the past five years was 6.6 percent of the total in the economist career stream grades A9 to A15 and 8.8 percent in the B grades. In the specialized career stream grades A9 to A15, African recruitment was 5.7 percent of the total, but zero in the B grades. In 2002, only one African was hired to the EP, marking the fourth disappointing year in a row. Mid-career recruitment outcomes were better—7.3 percent (four individuals) in grades A9 to A15 and 8 percent in the B grades (Table 3 in Attachments).¹⁰

Grade profiles of African staff continue to be of concern. The ratio of A15 to A14 is in line with the Fund average, but the share of African economists at grades A15 to B5 (31.5 percent) relative to total African economist staff is lower than that of any other regional group. The average time-in-grade at A14 and A15 has been consistently longer than other regional groups' experience, although trends in grade A14 have improved over the past five years. It should be noted that, compared to economists from other regions, more African economists have stayed in grade A14 for an exceptionally long period of time, which contributes to the higher average time-in-grade outcome. Promotion rates of African economists in grades A13 to A15 slightly outpaced the Fund average in 2002, but remained below average in other grade categories. In the specialized career

streams, African staff promotion rates were higher than the Fund average (Table 2; Figure 8; Tables 5, 7, 9, 10, and 11 in Attachments).

At the World Bank, African/Caribbean nationals in managerial grades GH+ comprise 7.2 percent of the total, while in the Fund's comparable grades A15 to B5 Africans account for 4.8 percent. In the World Bank's GF to GG grades the African/Caribbean share is 8.4 percent, whereas in the Fund's comparable grades A9 to A14 it is 5.7 percent.

Middle Eastern staff

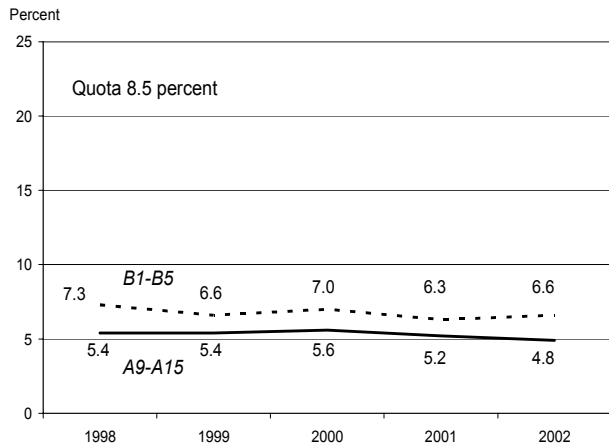
A total of 119 Fund staff members are Middle East nationals—4.4 percent of all staff, compared to the regional quota of 8.5 percent. Unlike the African staff profile, the representation of Middle Eastern staff is stronger in the higher grade groups than in the lower ones. In grades A9 to A15, Middle Eastern staff account for 4.8 percent of economists and 4 percent of specialized career stream staff; in the B grades the shares are 6.6 and 5.8 percent respectively (Figures 5, 7a, and 7b; Tables 1 and 8 in Attachments).

Recruitment of Middle Eastern staff has been consistently lower than the existing staff share, precluding improvements in regional representation. Having said that, 2 of the 12 individuals hired from 1998 to 2002 into the specialized career streams B grades were of Middle Eastern origin, increasing the region's share to a record high of 16.7 percent of B-level recruitment (Table 3 in Attachments). In 2002, two Middle Eastern economists were recruited into the EP, one to a mid-career grade, and one to the B level.¹¹

¹⁰ Staff Recruitment and Retention Experience in 2002 (EBAP/03/34)

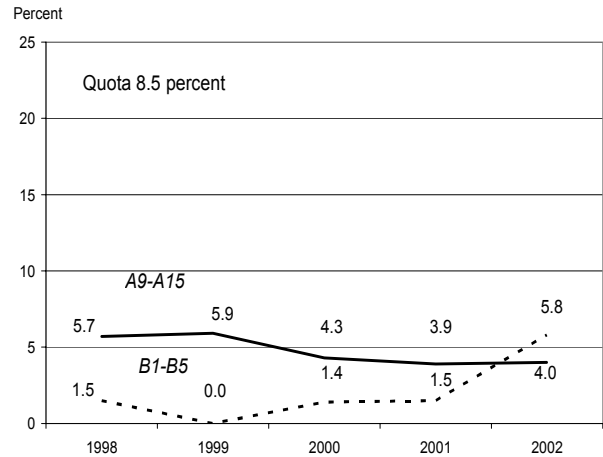
¹¹ Staff Recruitment and Retention Experience in 2002 (EBAP/03/34)

Figure 7a. Share of Middle Eastern Staff, 1998-2002: Economists



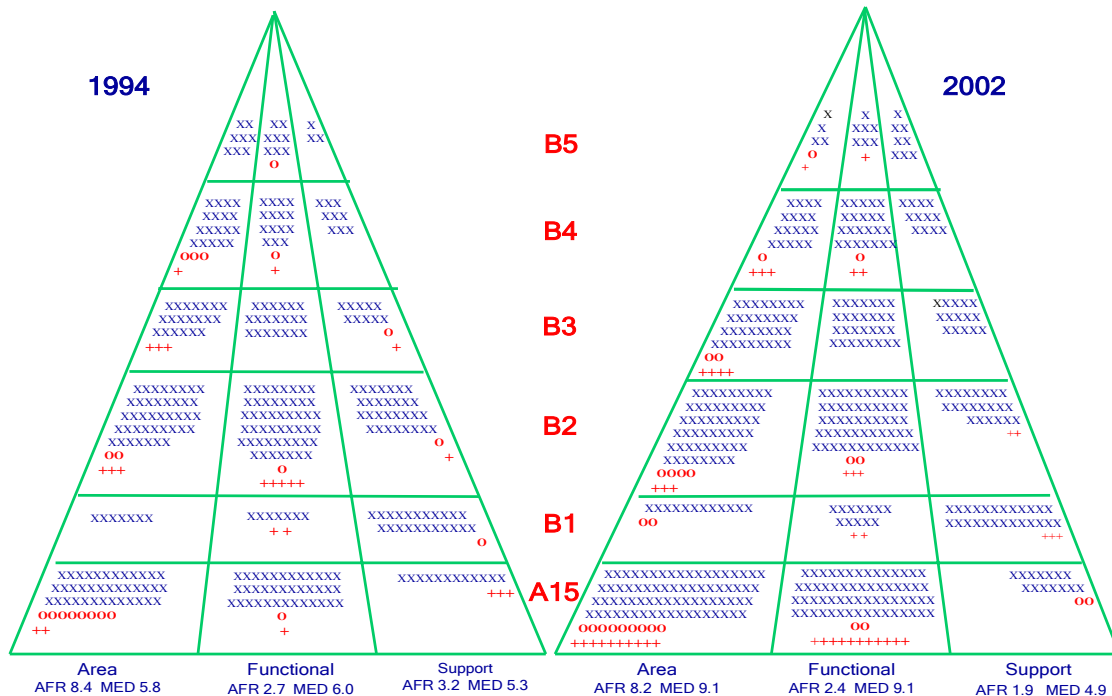
The pipeline indicators for Middle Eastern staff continue to be mixed; 40 percent of all Middle Eastern economists are in grades A15 to B5, compared to the Fund average of 36.3 percent. The ratio of A15 to A14 staff is .39, lower than most other regional groups.

Figure 7b. Share of Middle Eastern Staff, 1998-2002: Specialized Career Streams



The promotion rate of Middle Eastern economists is lower than the Fund average in grades A13 to A15, but higher in grade groups A11 to A12 and B1 to B5. Due to the small population of Middle Eastern economists, these annual indicators are

Figure 8. The Region Pyramid: African (o) and Middle Eastern (+) Staff in Grades A15-B5 in 1994 and 2002 by Department Type



sensitive to individual cases and must therefore be reviewed across longer time periods (Table 2; Figure 8; Tables 5, 7, 9, and 10 in Attachments).

The pyramids in Figure 8 highlight the restricted pipelines of African and Middle Eastern staff in grades A15 through B5 (Table 11 in Attachments).

Under- and overrepresented countries

Nationality distribution within all regional groups is uneven compared with individual country quotas. The most underrepresented large countries—those whose staff representation is less than half of their country quota in grades A9 to B5—are Algeria, Indonesia, Japan, Kuwait, Libya, Russia, Saudi Arabia, Switzerland, Ukraine, and Venezuela. As the list indicates, the reasons for underrepresentation are varied, and each country’s situation should be addressed individually. In some cases, including many European countries, the Fund’s attractiveness as an employer is questioned or candidates are reluctant to

uproot their families to move to the United States; in some other instances, the underrepresentation is influenced more by limited candidate pools or cultural and/or language barriers.

Overrepresentation patterns reported in previous Diversity Annual Reports continued in 2002. Although it dropped slightly in 2002, the overrepresentation of the United States in the specialized career streams is most striking. Pipeline indicators for U.S. nationals also outpace those of other regional groups. The Western Hemisphere, other than the United States, is overrepresented in grade group A9 to A15. And while the share of European nationals in grade group A9 to A15 is below the regional quota, the United Kingdom is significantly overrepresented in the B grades, especially in the economist career stream (Figure 5; Table 1 in Attachments).

The most under- and overrepresented nationalities are presented below. More detailed information can be obtained from the Diversity Advisor’s office.

20 Most Underrepresented		20 Most Overrepresented	
1. Japan	11. France	1. United States	11. United Kingdom
2. Saudi Arabia	12. Nigeria	2. India	12. Trinidad & Tobago
3. Russia	13. Belgium	3. Peru	13. New Zealand
4. Switzerland	14. Libya	4. Canada	14. Jordan
5. Venezuela	15. Algeria	5. Argentina	15. El Salvador
6. Indonesia	16. Austria	6. Lebanon	16. Turkey
7. Germany	17. Netherlands	7. Pakistan	17. Sri Lanka
8. China	18. Ukraine	8. Philippines	18. Brazil
9. Kuwait	19. Mexico	9. Greece	19. Senegal
10. Italy	20. South Africa	10. Ireland	20. Bolivia

Gender Representation

Women

Fundwide, women comprise 15.2 percent of B-level staff and 34.8 percent of A9 to A15 staff. Progress in grades A9 to A15 has been modest, with the share of women increasing by only 2.4 percent since 1996; B-grade trends are more encouraging, but the Fund has not been able to improve its comparative status in gender balance relative to other international institutions. Concerns continue to be greatest in the economist career stream, where women comprise only 23 percent of staff in grades A9 to A15 and 11.8 percent of B-level positions. In the specialized career streams, the gender balance is healthy in grades A9 to A15, where women account for 54.1 percent of staff, but only 29 percent of B-level staff are women, the latter share having increased from 27.7 percent a year earlier. The

persistently large gap between women's representation in the specialized career streams' B level and grades A9 to A15 is mostly attributable to the Fund's tradition of appointing economists, rather than career stream experts, to senior grades (Figures 9 and 10; Tables 1 and 12 in Attachments).

At the World Bank, women account for 23.2 percent of managerial GH+ staff, compared with 14.6 percent at the corresponding grades A15 to B5 at the Fund. In the World Bank's professional grades GF to GG, women's share is 46.3 percent, while the respective share in the Fund's grades A9 to A14 is 37.5 percent.

After several years of successful recruitment of women into the EP, women's share of that recruitment dropped from 40.4 percent to 30.6 percent in 2001 and further to 24 percent in 2002. The 2002 EP outcome fell just below the benchmark level of graduating female PhDs in the top

Figure 9. Staff by Gender, Career Stream, and Grade Grouping

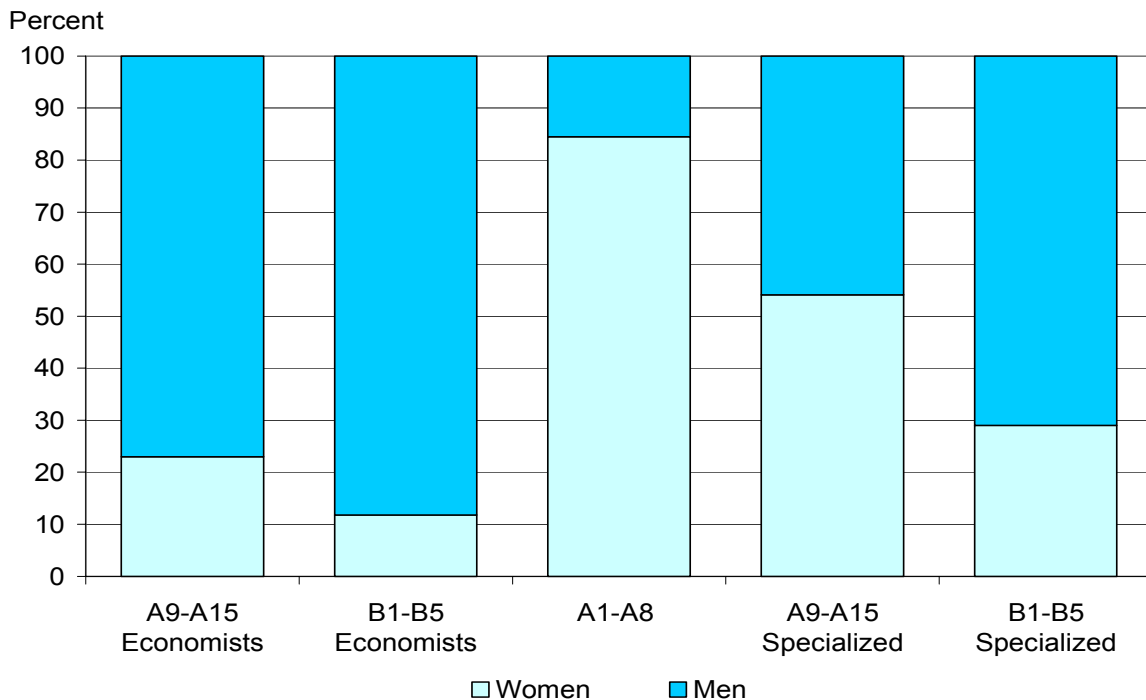


Figure 10. Share of Women by Career Stream and Grade Grouping, 1998-2002

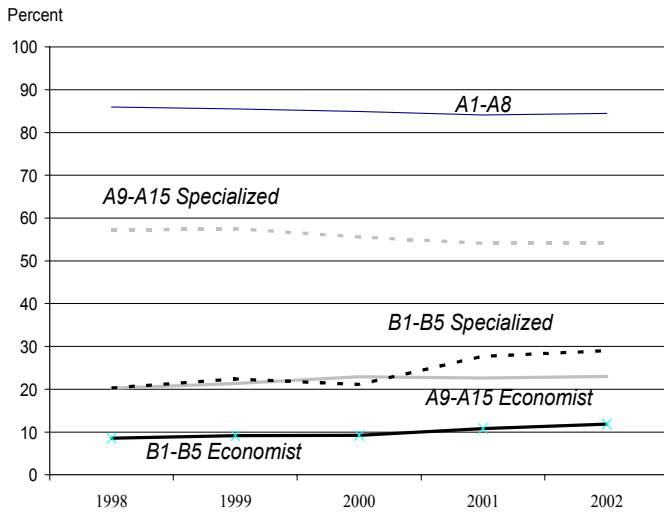
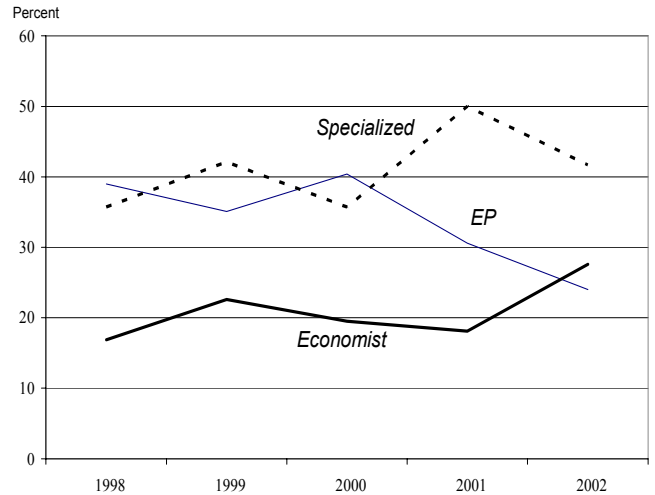


Figure 11. Recruitment of Women by Career Stream in Grade Group A9-A15, 1998-2002



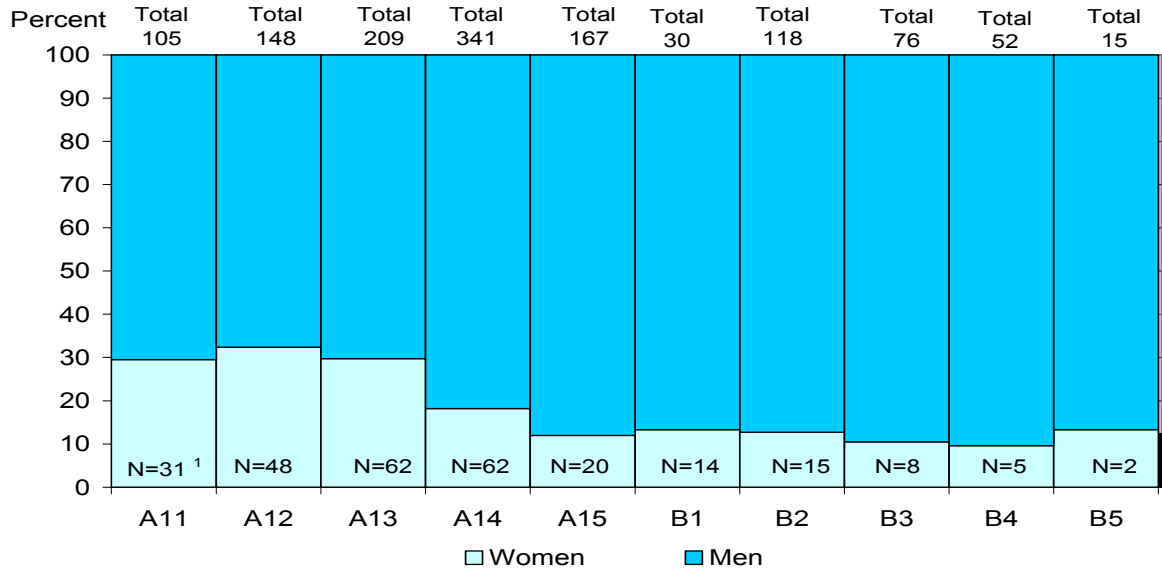
economics programs (25-30 percent). Recruitment in 2002 of mid-career women economists (grades A12 to A15) gained back the previous 2 year's drop, increasing to 27.6 percent (16 out of 58 hires); at the B level, 20 percent (1 out of 5) recruits were women. Over the past five years, only 4 women, compared with 30 men, have been recruited externally to B-level economist positions, 11.8 percent of the total. In the specialized career streams, women comprised 41.7 percent of professional grade and 20 percent of B-level recruitment in 2002 (Figure 11; Tables 3 and 13 in Attachments).

Pipeline indicators reinforce the concern about women's low representation in the

economist career stream. The share of A15 to B5 women economists out of all women economists is 21 percent, compared to 40.2 percent for men; women's A15 to A14 ratio is .32, compared to .53 for men; time-in-grade at A14 is slightly longer for women than for men, but in grade A15 it is shorter. Women's average promotion rates, however, are higher than men's in all grade groups reviewed, which may indicate a more balanced grade profile in the future if the momentum is sustained (Table 2; Figures 12a and 12b; Tables 5, 7, 9, and 10 in Attachments).

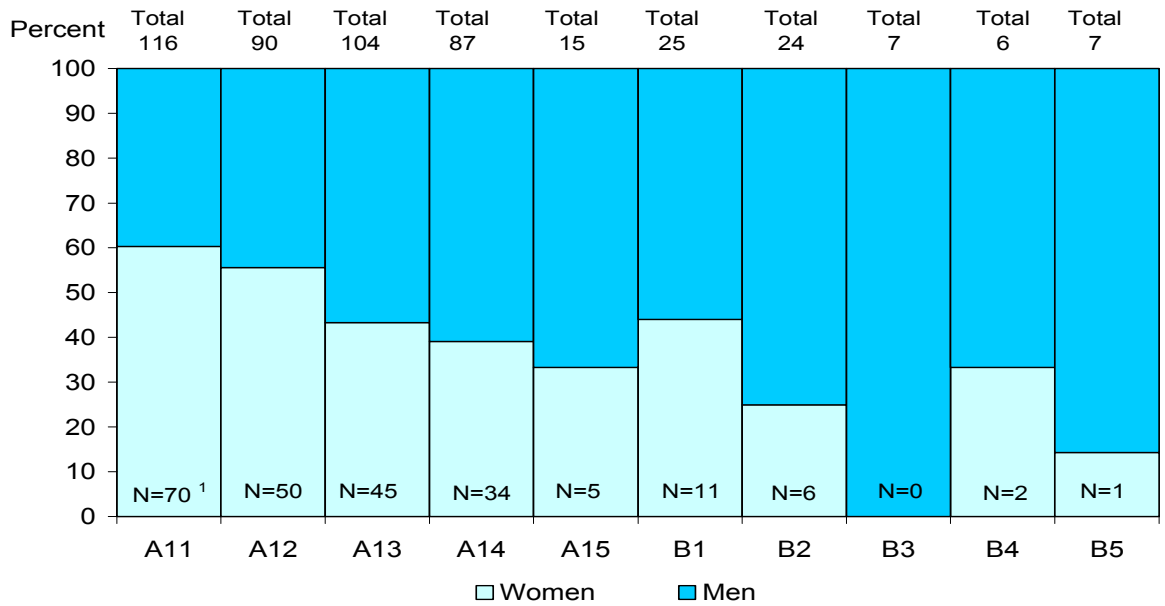
The pyramids in Figure 13 highlight the restricted pipelines of women in grades A15 through B5 in 1994 and in 2002 (Table 15 in Attachments).

Figure 12a. Share of Women and Men, Grades A11-B5: Economists



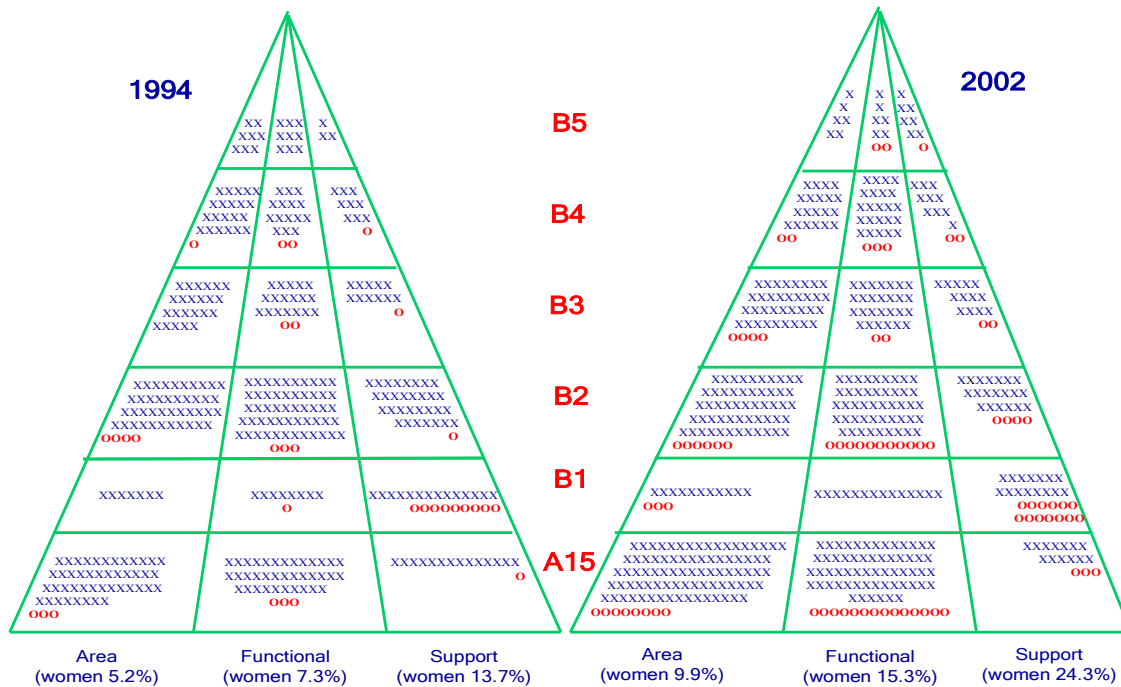
¹N=Number of women in the grade.

Figure 12b. Share of Women and Men, Grades A11-B5: Specialized Career Streams



¹N=Number of women in the grade.

Figure 13. The Gender Pyramid: Women (o) and Men (x) in Grades A15-B5 in 1994 and 2002 by Department Type



The Fund's Management Profile

As outlined in Table 3 below, developing country nationals continue to be underrepresented in department head positions, comprising 28.6 percent of the total; nationals of English-speaking industrial countries hold 42.9 percent of those positions.¹² As of end-2002, three department heads (14.3 percent) were women. With respect to SPM positions, the share of developing country nationals is in line with the combined country quota; women hold three of the SPM slots (14.3 percent). A higher share of women and national minorities in these crucial positions would stimulate more balanced and

diversity-sensitive human resources management and role modeling. The profile of staff in the Assistant to the Senior Personnel Manager (ASPM) positions is commendably balanced in terms of developing country nationals' representation (41.7 percent); women comprise 75 percent of those positions. All six Administrative Officer (AO) positions are filled by women, two-thirds of them stemming from developing countries. Office Managers (OMs) are exclusively women, close to two-thirds of them from developing countries. HRD significantly improved the share of women in its B grades (60 percent as of end-2002) and the share of B-level developing country nationals (20 percent), but improvements are still needed in nationality balance among senior HRD staff (Table 3).

¹² English-speaking industrial countries include: Australia, Canada, Ireland, New Zealand, the United Kingdom, and the United States.

Table 3. The Fund's Human Resources Management Profile: 1990, 1995, 2000, and 2002

	Total #	Women		English-Speaking Industrial Country		Developing Country	
		#	%	#	%	#	%
Department Heads at B5¹							
1990	15	0	0.0	6	40.0	4	26.7
1995	20	1	5.0	8	40.0	3	15.0
2000	18	2	11.1	9	50.0	4	22.2
2002 ²	21	3	14.3	9	42.9	6	28.6
SPMs³							
1990							
1995	21	1	4.8	6	28.6	9	42.9
2000	19	2	10.5	8	42.1	6	31.6
2002	21	3	14.3	11	52.4	8	38.1
ASPM⁴							
2002	12	9	75.0	5	41.7	5	41.7
AOs							
1990	16	16	100.0	6	37.5	6	37.5
1995	21	21	100.0	9	42.9	10	47.6
2000	19	19	100.0	7	36.8	11	57.9
2002	6	6	100.0	2	33.3	4	66.7
OM⁴							
2002	13	13	100.0	3	23.1	8	61.5
HRD B-level							
1990	11	1	9.1	9	81.8	0	0.0
1995	10	2	20.0	7	70.0	0	0.0
2000	10	4	40.0	7	70.0	0	0.0
2002	10	6	60.0	6	60.0	2	20.0

Source: PeopleSoft HRMS

¹ No department head was counted for OMD in 1990, 1995, and 2000.

² Directors of OIA and IEO included.

³ The official functioning of SPM positions started in September 1991; SPMs for OIA and IEO are included.

⁴ ASPM and OM positions were introduced in 2001.

Be responsive to staff personal welfare: for example, engage constructively in leave planning, be open to “work-at-home” requests under the guidelines, and show understanding when staff face constraints in their personal lives.

(Key Personnel Management Standards)



V. Departmental Progress

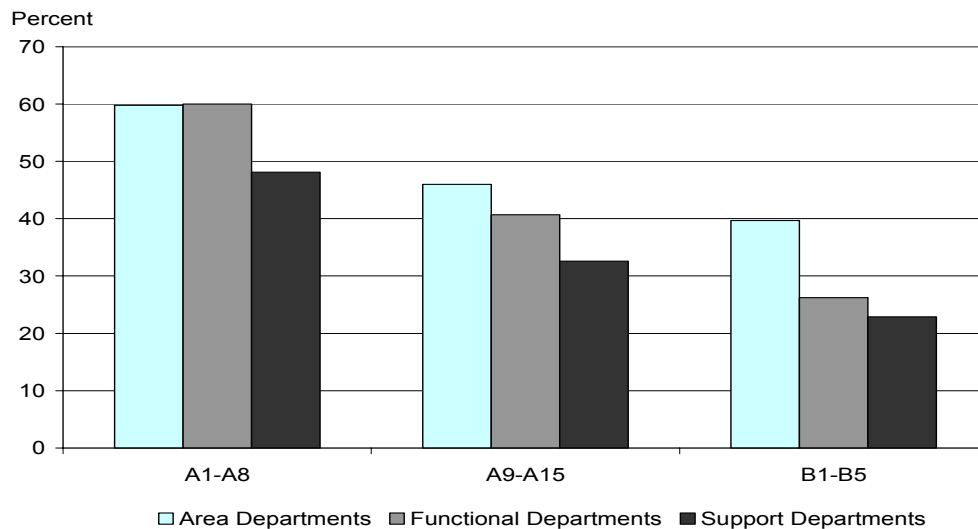
The Fund's diversity strategy emphasizes departmental responsibility for diversity planning and outcomes. In 2000, departmental diversity action plans (established in 1996) were integrated into more broadly based departmental human resources plans. Those plans are prepared and implemented in close collaboration with HRD Business Advisors, who have a lead role in the ongoing review process. This chapter draws from PeopleSoft data and additional information provided by SPMs to assess departmental accomplishments. The body of data illustrates that departments continue to differ sharply in their diversity efforts and results.

Fundwide, developing country nationals account for 40.4 percent of staff in grades A9 to A15 and 30.9 percent in B grades. Over the past five years, area departments and support departments have improved their representation of developing country staff. Area departments as a whole employ the highest shares, with an average of 46

percent in grades A9 to A15 and 39.7 percent in B grades; AFR, MED, and the Western Hemisphere Department (WHD) are especially strong in this respect. Despite upward trends, support departments—with the exception of HRD in A grades and the External Relations Department (EXR) and the Secretary's Department (SEC) in B grades—continue to have low shares of developing country staff. Efforts need to be redoubled in the Fiscal Affairs Department (FAD) and the Research Department (RES) to improve developing country shares in the professional A grades. The European II Department (EU2), the International Capital Markets Department (ICM), the Legal Department (LEG), the Office of the Managing Director (OMD), the Policy Development and Review Department (PDR), the Technology and General Services Department (TGS), and the Treasurer's Department (TRE) need to improve developing country representation at the B level (Figures 14, 15, and 16; Tables 16 and 17 in Attachments).

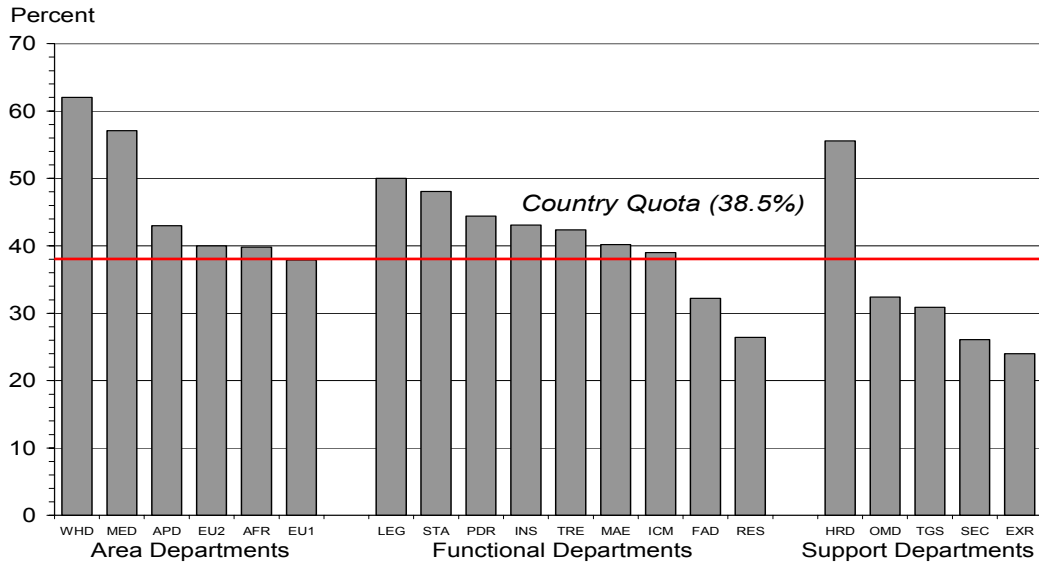


Figure 14. Share of Developing Country Nationals by Department Type and Grade Grouping¹



¹Total in each grade group is all developing country and industrial country staff.

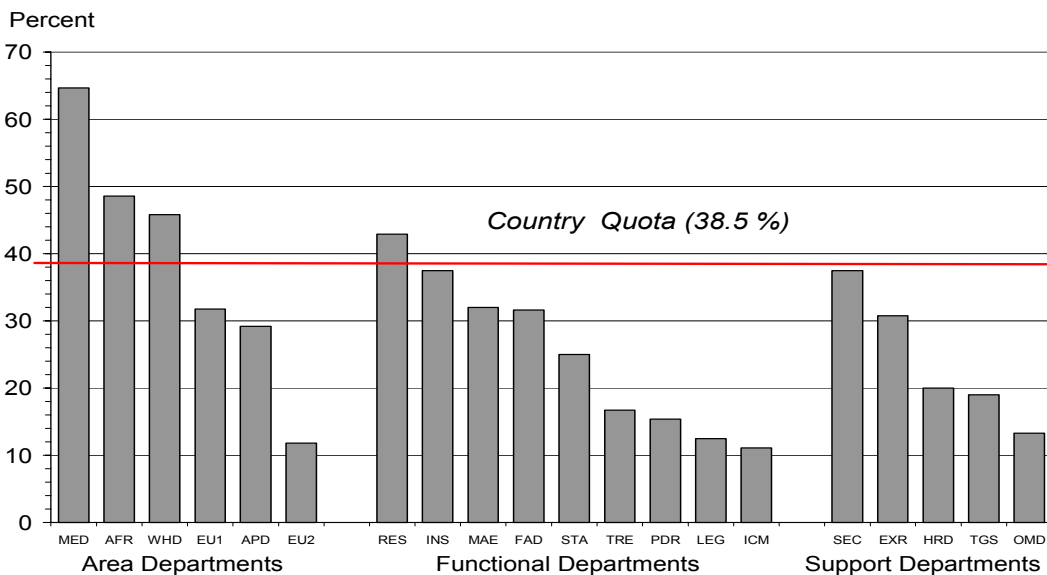
Figure 15. Share of A9-A15 Developing Country Nationals by Department



African staff members (172 individuals) account for 5.8 percent of all staff in grades A9 to A15 and 3.7 percent of B-level staff Fundwide. Only 13 Africans hold B-level positions in the Fund, 9 of them in AFR, where African nationals comprise

24.3 percent of the B-level staff. AFR, HRD, LEG, TRE, and WHD have above average African staff shares in the professional grades, while RES and SEC have no African staff in grades A9 and above (Tables 1 and 18 in Attachments).

Figure 16. Share of B1-B5 Developing Country Nationals by Department

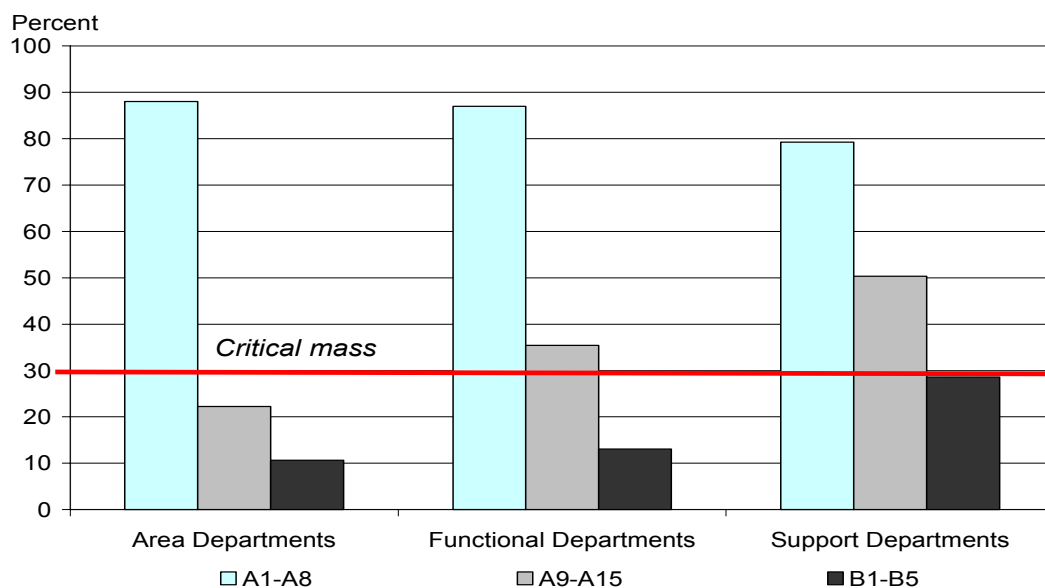


Middle Eastern staff members (119 individuals) comprise 4.5 percent of Fund staff in professional grades and 6.5 percent in B grades. In contrast to African staff grade profiles, a fairly high number of Middle Easterners (23 individuals) have reached B-level status—6 of them in MED, where they comprise 35.3 percent of B-level staff. The region is also well represented in OMD, while EXR and LEG do not have any Middle Eastern staff in grades A9 to A15 (Tables 1 and 18 in Attachments).

Women make up 34.8 percent of A9 to A15 staff and 15.2 percent of B-level staff Fundwide. In the economist career stream, they account for 23 percent and 11.8 percent respectively. In contrast to developing country nationals, women are highly represented in support departments,

including in the B grades; indeed, support departments individually and as a group have more balanced representations of women at the B level than any other department or departmental grouping. HRD employs the highest share of women, with 62.2 percent in grades A9 to A15 and 60 percent in B grade positions; women are also strongly represented in EXR, INS, LEG and TRE. Gender shares among B-level staff are most uneven in EU1, MAE, and WHD, each with less than 10 percent of their staff comprised of women, and in ICM with no women in B grade positions. Stronger efforts are needed to improve women's shares in grades A9 to A15, especially in AFR, APD, MED, and RES, which all have less than 25 percent women in their staff profiles (Figures 17, 18, and 19; Tables 16 and 19 in Attachments).

Figure 17. Share of Women by Department Type and Grade Grouping¹



¹Total in each grade group is all women and men.

Figure 18. Share of A9-A15 Women by Department

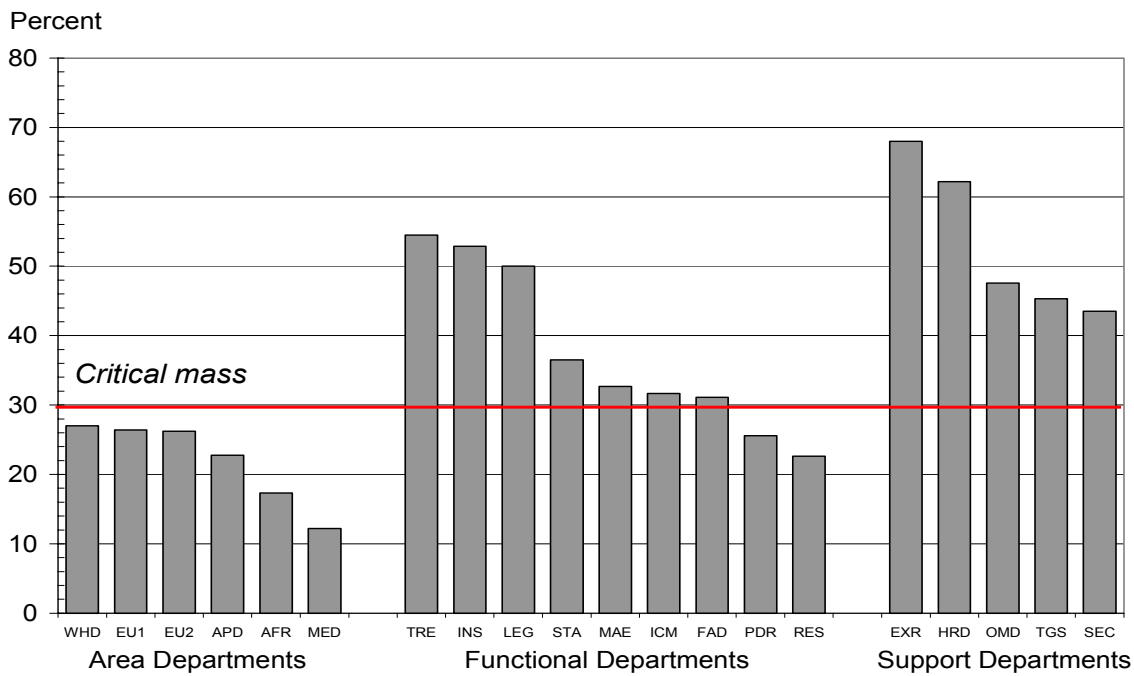
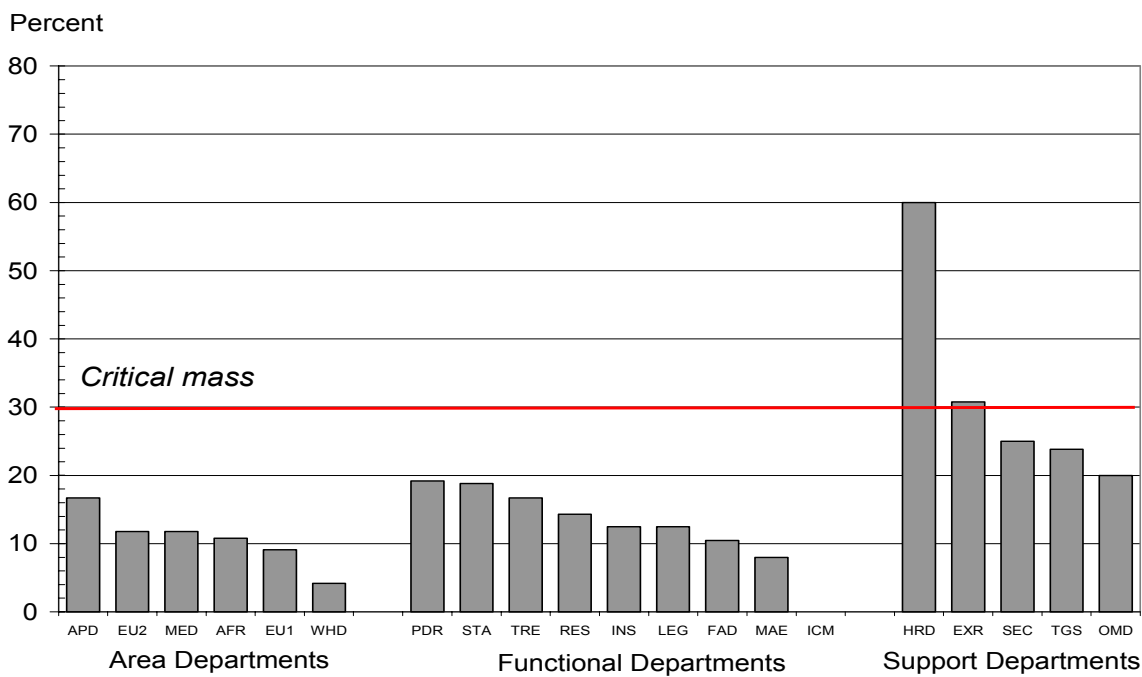


Figure 19. Share of B1-B5 Women by Department



Over the past several years, departments have bolstered their efforts to ensure all newcomers a strong start in their Fund careers, which is especially important for minority staff vulnerable to cultural biases. In 2002, 13 departments offered orientation programs for newcomers, and starter's kits were provided in 15 departments. Informal initiatives such as newcomers' teas and introduction newsletters were implemented in two departments. The Stress Working Group of 2001 also recommended supervisors not to send new staff members on mission until after the first 60 days' learning period. These measures may sound small, but they have a big impact by ensuring that new staff members—regardless of their cultural background, work experience, networks, or personal style—feel welcome and comfortable, and that they have access to information about Fund standards and procedures at the outset of their service.

Sixteen departments provided mentoring for their newcomers in 2002. MED recently conducted a survey to assess its mentoring program, introduced in 1998. The findings suggest that mentees benefit most from: knowledge gained from experienced staff; more rapid increases in productivity and effectiveness; and understanding of the departmental culture, procedures, practices, and standards. At a deeper level, junior staff members have someone they can trust and turn to with questions or concerns regarding career issues, APRs, unwritten norms, and management of conflicting priorities. The confidentiality, objectiveness, and unbiased advice that quality mentors provide are invaluable in this regard. Mentoring program shortcomings identified in the MED survey, as well as in feedback from staff in other departments, include insufficient understanding of mentoring objectives and the roles and responsibilities of participants, and mentees' lack of initiative to gain the most from mentoring opportunities. It is also reported that departmental mentoring is often started without sufficient briefing of

both parties, that not enough attention is paid to well-targeted matching, and/or that the mentor's commitment is in question. Sensitive issues such as race, religion, and personal style are sometimes important considerations for mentees in matching decisions if mutual confidence and trust are to be nurtured. Many departments should reassess their programs and make a fresh start.

English writing programs level the playing field for staff members unfamiliar with the Fund's written communication style. The need for such training was highlighted in studies of discrimination in the Fund and later by consultants investigating individual discrimination cases. In 2002, 11 departments offered or actively recommended writing training to their staff. Unfortunately, budgetary constraints now preclude departments from hiring departmental editorial experts, who could provide vital support in helping staff strengthen their writing skills to be in line with the Fund's high standards.

Training in languages other than English is in high demand in many departments. Drawing from previous discrimination studies' recommendations to reward staff for multi-language skills, some departments developed systems to acknowledge these performance competencies when relevant to assignments and reasonable in the context of other priorities. Rewarding multi-language competencies recognizes performance strengths of staff from diverse backgrounds; quality training in Fund-relevant languages should accompany such efforts in order to facilitate mobility of minority staff members. In other training initiatives in 2002, two departments offered diversity workshops to supplement Fundwide programs.

Fundwide Management Standards were issued in 2002, in some cases supplemented with department-specific items, which seems to strengthen departments' sense of ownership and

commitment. The Code of Conduct for Mission Travel was also applied Fundwide in 2002, aimed at improving the quality of people management in the demanding environment of mission work. The Code highlights understanding and tolerance of different approaches and individual needs that are challenged when a team works and travels together for several weeks at a time under high pressure conditions. Staff feedback suggests a need for further clarification of the Code of Conduct's.

applicability to private time during missions. Departments are expected to ensure that Fund codes and standards are adhered to and that HRD Business Advisors are consulted for guidance.

More work should be done Fundwide to emulate EU1's and PDR's efforts to develop innovative and flexible job sharing opportunities for staff, including sharing of country assignment responsibilities and mission work.

*The ultimate goal of staff diversity is improved
institutional quality and performance.*

(Enhanced Diversity Action Plan - draft)



Attachments



Table 1. Staff by Region, Gender, Career Stream, and Grade Grouping
(as of 12/31/2002)

Region	Country Quota	Economists						Specialized Career Streams						Total									
		A9-A15		B1-B5		Total		A1-A8		A9-A15		B1-B5		Total		A1-A8		A9-A15		B1-B5		Total	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Africa	4.2	61	6.3	12	4.2	73	5.8	69	9.0	29	4.9	1	1.4	99	6.9	69	9.0	90	5.8	13	3.7	172	6.4
Sub-Saharan Countries ¹	4.1	58	6.0	12	4.2	70	5.6	65	8.5	26	4.4	1	1.4	92	6.4	65	8.5	84	5.4	13	3.7	162	6.0
Other Africa	0.1	3	0.3	0	0.0	3	0.2	4	0.5	3	0.5	0	0.0	7	0.5	4	0.5	6	0.4	0	0.0	10	0.4
Asia	18.0	151	15.6	42	14.6	193	15.4	149	19.5	100	16.8	7	10.1	256	17.9	149	19.5	251	16.1	49	13.8	449	16.7
Australia & New Zealand	1.9	28	2.9	8	2.8	36	2.9	12	1.6	10	1.7	2	2.9	24	1.7	12	1.6	38	2.4	10	2.8	60	2.2
India	2.0	38	3.9	16	5.6	54	4.3	37	4.8	29	4.9	3	4.3	69	4.8	37	4.8	67	4.3	19	5.3	123	4.6
Japan	6.3	20	2.1	7	2.4	27	2.2	5	0.7	3	0.5	0	0.0	8	0.6	5	0.7	23	1.5	7	2.0	35	1.3
Other Asia	7.8	65	6.7	11	3.8	76	6.1	95	12.5	58	9.7	2	2.9	155	10.9	95	12.5	123	7.9	13	3.7	231	8.6
Europe	41.3	412	42.6	112	39.0	524	41.8	141	18.5	116	19.5	22	31.9	279	19.6	141	18.5	528	33.8	134	37.6	803	30.0
France	5.1	55	5.7	10	3.5	65	5.2	17	2.2	17	2.9	4	5.8	38	2.7	17	2.2	72	4.6	14	3.9	103	3.8
Germany	6.1	66	6.8	17	5.9	83	6.6	5	0.7	14	2.4	2	2.9	21	1.5	5	0.7	80	5.1	19	5.3	104	3.9
U.K.	5.1	41	4.2	37	12.9	78	6.2	54	7.1	20	3.4	6	8.7	80	5.6	54	7.1	61	3.9	43	12.1	158	5.9
Russia and countries of the FSU	4.5	26	2.7	0	0.0	26	2.1	17	2.2	16	2.7	0	0.0	33	2.3	17	2.2	42	2.7	0	0.0	59	2.2
East Europe and Baltic countries	3.1	28	2.9	3	1.0	31	2.5	18	2.4	5	0.8	0	0.0	23	1.6	18	2.4	33	2.1	3	0.8	54	2.0
Other Europe	17.5	196	20.3	45	15.7	241	19.2	30	3.9	44	7.4	10	14.5	84	5.9	30	3.9	240	15.4	55	15.4	325	12.1
Middle East	8.5	46	4.8	19	6.6	65	5.2	26	3.4	24	4.0	4	5.8	54	3.8	26	3.4	70	4.5	23	6.5	119	4.4
Saudi-Arabia	3.3	1	0.1	0	0.0	1	0.1	0	0.0	1	0.2	0	0.0	1	0.1	0	0.0	2	0.1	0	0.0	2	0.1
Other Arab countries ²	4.0	34	3.5	8	2.8	42	3.3	14	1.8	11	1.8	2	2.9	27	1.9	14	1.8	45	2.9	10	2.8	69	2.6
Other Middle East	1.2	11	1.1	11	3.8	22	1.8	12	1.6	12	2.0	2	2.9	26	1.8	12	1.6	23	1.5	13	3.7	48	1.8
US	17.5	137	14.2	60	20.9	197	15.7	205	26.9	245	41.2	26	37.7	476	33.4	205	26.9	382	24.5	86	24.2	673	25.1
Other Western Hemisphere	10.5	160	16.5	42	14.6	202	16.1	173	22.7	81	13.6	9	13.0	263	18.4	173	22.7	241	15.4	51	14.3	465	17.3
Canada	3.0	35	3.6	11	3.8	46	3.7	12	1.6	22	3.7	4	5.8	38	2.7	12	1.6	57	3.6	15	4.2	84	3.1
Other Western Hemisphere	7.5	125	12.9	31	10.8	156	12.4	161	21.1	59	9.9	5	7.2	225	15.8	161	21.1	184	11.8	36	10.1	381	14.2
Total	100.0	967	100.0	287	100.0	1,254	100.0	763	100.0	595	100.0	69	100.0	1,427	100.0	763	100.0	1562	100.0	356	100.0	2681	100.0
Developing Countries	38.5	408	42.2	95	33.1	503	40.1	426	55.8	223	37.5	15	21.7	664	46.5	426	55.8	631	40.4	110	30.9	1167	43.5
Transition Countries	10.8	80	8.3	7	2.4	87	6.9	48	6.3	39	6.6	0	0.0	87	6.1	48	6.3	119	7.6	7	2	174	6.5
Industrial Countries	61.5	559	57.8	192	66.9	751	59.9	337	44.2	372	62.5	54	78.3	763	53.5	337	44.2	931	59.6	246	69.1	1514	56.5
Women	0.0	222	23.0	34	11.8	256	20.4	645	84.5	322	54.1	20	29.0	987	69.2	645	84.5	544	34.8	54	15.2	1243	46.4
Men	0.0	745	77.0	253	88.2	998	79.6	118	15.5	273	45.9	49	71.0	440	30.8	118	15.5	1018	65.2	302	84.8	1438	53.6

Source: PeopleSoft HRMS

¹ Sub-Saharan countries include: Angola, Benin, Botswana, Burkina-Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Republic of Congo, Democratic Republic of Congo (Zaire), Cote d'Ivoire, Equatorial Guinea, Gabon, Gambia, Ghana, include: Angola, Benin, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritius, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome, Senegal, Seychelles, Sierra Leone, South Africa, Swaziland, Tanzania, Togo, Uganda, Zambia, Zimbabwe. Not included are Djibouti, Mauritania, Madagascar, Malawi, Mali, Mau are listed under Middle East Region.

² Countries include members of the League of Arab States other than Saudi Arabia: Algeria, Bahrain, Comoros, Djibouti, Arab Republic of Egypt, Iraq, Jordan, Kuwait, Lebanon, Socialist People's Libyan Arab Jamahiriya, Mauritania, Morocco, Oman, Palestine, Q League of Arab States other than Republic, Tunisia, United Arab Emirates, Republic of Yemen.

³ Transition countries include: Albania, Armenia, Azerbaijan, Belarus, Bosnia & Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, Georgia, Hungary, Kazakhstan, Kyrgyz Republic, Latvia, Lithuania, Macedonia (Former Yugoslav Rep.), Moldova, Mongolia, Poclude: Albania, Armenia Slovak Republic, Slovenia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan, Yugoslavia, Fed. Rep. of.

Table 2. Share of Staff by Developing/Industrial Countries, by Career Stream and Grade Grouping

	A1-A8				A9-A15				B1-B5				Total			
	Developing Countries		Industrial Countries		Developing Countries		Industrial Countries		Developing Countries		Industrial Countries		Developing Countries		Industrial Countries	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Economists																
2002					408	42.2	559	57.8	95	33.1	192	66.9	503	40.1	751	59.9
2001					385	41.2	549	58.8	92	31.9	196	68.1	477	39.0	745	61.0
2000					350	40.0	525	60.0	90	33.2	181	66.8	440	38.4	706	61.6
1999					316	39.0	495	61.0	83	32.8	170	67.2	399	37.5	665	62.5
1998					304	38.9	478	61.1	81	32.9	165	67.1	385	37.5	643	62.5
Specialized Career Streams																
2002	426	55.8	337	44.2	223	37.5	372	62.5	15	21.7	54	78.3	664	46.5	763	53.5
2001	435	55.3	352	44.7	200	35.8	358	64.2	12	18.5	53	81.5	647	45.9	763	54.1
2000	393	53.9	336	46.1	178	35.0	331	65.0	10	14.1	61	85.9	581	44.4	728	55.6
1999	360	52.6	324	47.4	159	34.8	298	65.2	13	19.4	54	80.6	532	44.0	676	56.0
1998	353	52.6	318	47.4	153	35.4	279	64.6	12	18.8	52	81.3	518	44.4	649	55.6
Total																
2002	426	55.8	337	44.2	631	40.4	931	59.6	110	30.9	246	69.1	1167	43.5	1514	56.5
2001	435	55.3	352	44.7	585	39.2	907	60.8	104	29.5	249	70.5	1124	42.7	1508	57.3
2000	393	53.9	336	46.1	528	38.2	856	61.8	100	29.2	242	70.8	1021	41.6	1434	58.4
1999	360	52.6	324	47.4	475	37.5	793	62.5	96	30.0	224	70.0	931	41.0	1341	59.0
1998	353	52.6	318	47.4	457	37.6	757	62.4	93	30.0	217	70.0	903	41.1	1292	58.9

Source: PeopleSoft HRMS

Table 3. Recruitment by Region, Gender, Career Stream, and Grade Grouping, 1998-2002

Region	Country Quota %	Economists				Specialized Career Streams				Total			
		A9-A15		B1-B5		A9-A15		B1-B5		A9-A15		B1-B5	
		#	%	#	%	#	%	#	%	#	%	#	%
Africa	4.2	37	6.6	3	8.8	14	5.7	0	0.0	51	6.3	3	6.5
Asia	18.0	102	18.2	9	26.5	46	18.6	0	0.0	148	18.4	9	19.6
Europe	41.3	255	45.6	8	23.5	66	26.7	6	50.0	321	39.8	14	30.4
Middle East	8.5	19	3.4	1	2.9	7	2.8	2	16.7	26	3.2	3	6.5
US	17.5	49	8.8	8	23.5	91	36.8	4	33.3	140	17.4	12	26.1
Other Western Hemisphere	10.5	97	17.4	5	14.7	23	9.3	0	0.0	120	14.9	5	10.9
Total	100.0	559	100.0	34	100.0	247	100.0	12	100.0	806	100.0	46	100.0
Developing Countries	38.5	241	43.1	10	29.4	84	34.0	2	16.7	325	40.3	12	26.1
Industrial Countries	61.5	318	56.9	24	70.6	163	66.0	10	83.3	481	59.7	34	73.9
Women		143	25.6	4	11.8	101	40.9	3	25.0	244	30.3	7	15.2
Men		416	74.4	30	88.2	146	59.1	9	75.0	562	69.7	39	84.8

Source: PeopleSoft HRMS

Table 4. Recruitment of Developing Country Nationals by Career Stream and Grade Grouping

	A1-A8			A9-A15			B1-B5		
	#	Total	%	#	Total	%	#	Total	%
EPs									
2002				26	50	52.0			
2001				18	36	50.0			
2000				24	47	51.1			
1999				12	37	32.4			
1998				16	41	39.0			
Total 1998-2002				96	211	45.5			
Economists									
2002				25	58	43.1	2	5	40.0
2001				43	94	45.7	3	13	23.1
2000				29	87	33.3	3	7	42.9
1999				28	62	45.2	1	5	20.0
1998				23	59	39.0	1	4	25.0
Total 1998-2002				148	360	41.1	10	34	29.4
Specialized Career Streams									
2002	22	51	43.1	22	48	45.8	1	5	20.0
2001	71	124	57.3	25	66	37.9	0	1	0.0
2000	52	98	53.1	27	70	38.6	1	3	33.3
1999	40	73	54.8	7	38	18.4	0	3	0.0
1998	21	38	55.3	5	28	17.9	0	0	0.0
Total 1998-2002	206	384	53.6	86	250	34.4	2	12	16.7
All									
2002	22	51	43.1	73	156	46.8	3	10	30.0
2001	71	124	57.3	86	196	43.9	3	14	21.4
2000	52	98	53.1	80	204	39.2	4	10	40.0
1999	40	73	54.8	47	137	34.3	1	8	12.5
1998	21	38	55.3	44	128	34.4	1	4	25.0
Total 1998-2002	206	384	53.6	330	821	40.2	12	46	26.1

Source: PeopleSoft HRMS

Table 5. Distribution of Staff in Pipeline Grades A11-B5 by Region, Developing/Industrial Country, Gender, Career Stream, and Grade
(as of 12/31/2002)

Grade	Africa		Asia		Europe		Middle East		US		Other WH		All Fund		Developing		Industrial		Women		Men	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Economists																						
A11	4	5.5	22	11.3	60	11.4	3	4.6	5	2.5	11	5.4	105	8.3	49	9.7	56	7.4	31	12.1	74	7.4
A12	5	6.8	29	14.9	76	14.4	7	10.8	13	6.6	18	8.9	148	11.7	65	12.9	83	11.0	48	18.7	100	10.0
A13	18	24.7	30	15.4	98	18.6	11	16.9	19	9.6	33	16.3	209	16.6	92	18.2	117	15.5	62	24.1	147	14.6
A14	23	31.5	49	25.1	118	22.4	18	27.7	58	29.3	75	36.9	341	27.0	151	29.9	190	25.1	62	24.1	279	27.8
A15	11	15.1	21	10.8	62	11.8	7	10.8	43	21.7	23	11.3	167	13.2	51	10.1	116	15.3	20	7.8	147	14.6
B01	2	2.7	4	2.1	12	2.3	3	4.6	4	2.0	5	2.5	30	2.4	14	2.8	16	2.1	4	1.6	26	2.6
B02	5	6.8	18	9.2	46	8.7	6	9.2	28	14.1	15	7.4	118	9.4	36	7.1	82	10.8	15	5.8	103	10.3
B03	2	2.7	13	6.7	28	5.3	4	6.2	13	6.6	16	7.9	76	6.0	27	5.3	49	6.5	8	3.1	68	6.8
B04	2	2.7	7	3.6	21	4.0	4	6.2	11	5.6	7	3.4	52	4.1	15	3.0	37	4.9	5	1.9	47	4.7
B05	1	1.4	2	1.0	6	1.1	2	3.1	4	2.0	0	0.0	15	1.2	5	1.0	10	1.3	2	0.8	13	1.3
Total	73	100.0	195	100.0	527	100.0	65	100.0	198	100.0	203	100.0	1,261	100.0	505	100.0	756	100.0	257	100.0	1,004	100.0
Specialized Career Streams																						
A11	4	16.7	25	35.7	24	22.2	8	42.1	42	21.3	13	20.6	116	24.1	50	30.7	66	20.8	70	31.3	46	17.9
A12	2	8.3	14	20.0	21	19.4	3	15.8	39	19.8	11	17.5	90	18.7	28	17.2	62	19.5	50	22.3	40	15.6
A13	9	37.5	10	14.3	27	25.0	3	15.8	38	19.3	17	27.0	104	21.6	39	23.9	65	20.4	45	20.1	59	23.0
A14	6	25.0	14	20.0	12	11.1	0	0.0	43	21.8	12	19.0	87	18.1	27	16.6	60	18.9	34	15.2	53	20.6
A15	2	8.3	0	0.0	2	1.9	1	5.3	9	4.6	1	1.6	15	3.1	4	2.5	11	3.5	5	2.2	10	3.9
B01	0	0.0	1	1.4	4	3.7	2	10.5	13	6.6	5	7.9	25	5.2	7	4.3	18	5.7	11	4.9	14	5.4
B02	1	4.2	3	4.3	6	5.6	2	10.5	9	4.6	3	4.8	24	5.0	7	4.3	17	5.3	6	2.7	18	7.0
B03	0	0.0	0	0.0	5	4.6	0	0.0	2	1.0	0	0.0	7	1.5	0	0.0	7	2.2	0	0.0	7	2.7
B04	0	0.0	1	1.4	4	3.7	0	0.0	1	0.5	0	0.0	6	1.2	0	0.0	6	1.9	2	0.9	4	1.6
B05	0	0.0	2	2.9	3	2.8	0	0.0	1	0.5	1	1.6	7	1.5	1	0.6	6	1.9	1	0.4	6	2.3
Total	24	100.0	70	100.0	108	100.0	19	100.0	197	100.0	63	100.0	481	100.0	163	100.0	318	100.0	224	100.0	257	100.0

Source: PeopleSoft HRMS

Note: Totals are staff in grades A11-B5.

Table 6. Share of Developing and Industrial Country Nationals by Career Stream and by Grade (A11-B5)
(as of 12/31/2002)

	A11		A12		A13		A14		A15		B1		B2		B3		B4		B5		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Economists																						
Developing	49	46.7	65	43.9	92	44.0	151	44.3	51	30.5	14	46.7	36	30.5	27	35.5	15	28.8	5	33.3	505	40.0
Industrial	56	53.3	83	56.1	117	56.0	190	55.7	116	69.5	16	53.3	82	69.5	49	64.5	37	71.2	10	66.7	756	60.0
Total	105	100.0	148	100.0	209	100.0	341	100.0	167	100.0	30	100.0	118	100.0	76	100.0	52	100.0	15	100.0	1261	100.0
Specialized Career Streams																						
Developing	50	43.1	28	31.1	39	37.5	27	31.0	4	26.7	7	28.0	7	29.2	0	0.0	0	0.0	1	14.3	163	33.9
Industrial	66	56.9	62	68.9	65	62.5	60	69.0	11	73.3	18	72.0	17	70.8	7	100.0	6	100.0	6	85.7	318	66.1
Total	116	100.0	90	100.0	104	100.0	87	100.0	15	100.0	25	100.0	24	100.0	7	100.0	6	100.0	7	100.0	481	100.0
Economists & Specialized Career Streams																						
Developing	99	44.8	93	39.1	131	41.9	178	41.6	55	30.2	21	38.2	43	30.3	27	32.5	15	25.9	6	27.3	668	38.3
Industrial	122	55.2	145	60.9	182	58.1	250	58.4	127	69.8	34	61.8	99	69.7	56	67.5	43	74.1	16	72.7	1074	61.7
Total	221	100.0	238	100.0	313	100.0	428	100.0	182	100.0	55	100.0	142	100.0	83	100.0	58	100.0	22	100.0	1742	100.0

Source: PeopleSoft HRMS

Table 7. Five-Year Review of Pipeline Indicators of Economists

	Africa	Asia	Europe	Middle East	U.S.	Other Western Hemisphere	Total	Developing Country	Industrial Country	Women	Men
Ratio of A/15/A14											
2002	.48	.43	.53	.39	.74	.31	.49	.34	.61	.32	.53
2001	.50	.28	.58	.58	.64	.31	.48	.37	.57	.30	.53
2000	.53	.41	.53	.58	.65	.39	.52	.49	.53	.38	.54
1999	.36	.41	.61	.23	.51	.48	.49	.39	.56	.31	.53
1998	.37	.58	.68	.19	.52	.50	.53	.41	.61	.35	.57
Percent of Professional Staff in A15-B5											
2002	31.5	33.3	33.2	40.0	52.0	32.5	36.3	29.3	41.0	21.0	40.2
2001	30.1	31.0	33.1	43.3	51.3	34.7	36.3	30.1	40.4	19.8	40.4
2000	31.0	33.4	32.8	44.3	48.6	36.3	36.4	32.1	39.3	19.1	40.8
1999	26.5	32.7	33.6	35.5	43.2	37.3	35.3	30.2	38.4	18.9	39.0
1998	29.7	35.7	34.7	34.5	40.2	35.9	35.7	30.6	38.9	19.5	39.1
Time-in-Grade A15											
2002	2.8	1.5	2.5	2.6	2.6	2.5	2.4	2.3	2.5	1.4	2.6
2001	3.0	1.8	2.5	2.3	2.6	2.4	2.5	2.5	2.5	1.2	2.6
2000	2.4	1.6	2.5	1.7	2.3	2.0	2.3	2.0	2.4	1.0	2.4
1999	2.9	1.7	2.8	1.8	3.8	2.5	2.8	2.3	3.0	2.4	2.9
1998	2.8	2.3	2.6	1.4	3.5	2.6	2.7	2.5	2.8	1.9	2.8
Time-in-Grade A14											
2002	4.8	2.1	2.8	3.9	4.5	2.3	3.1	2.6	3.4	3.2	3.0
2001	4.3	2.7	2.9	3.8	3.6	2.3	3.0	2.7	3.3	3.2	3.0
2000	6.1	3.1	3.1	2.9	3.2	2.8	3.2	3.4	3.1	3.0	3.3
1999	5.7	4.3	3.9	3.3	3.6	2.9	3.8	3.9	3.7	3.1	3.9
1998	5.1	4.9	4.7	2.8	4.5	2.8	4.2	4.0	4.4	3.4	4.4

Source: PeopleSoft HRMS

Table 8. Staff by Region, Grade Group, and Career Stream, 1998-2002

Year	Region	A1-A8		A9-A15				B1-B5				Total A1-B5	
				Economist		Specialized		Economist		Specialized			
		#	%	#	%	#	%	#	%	#	%	#	%
1998	Africa	44	6.5	51	6.5	20	4.6	12	4.9	1	1.5	128	5.8
	Asia	129	19.2	117	15.0	65	14.9	43	17.4	7	10.8	361	16.4
	Europe	117	17.4	318	40.7	77	17.7	91	36.8	23	35.4	626	28.4
	Middle East	26	3.9	42	5.4	25	5.7	18	7.3	1	1.5	112	5.1
	US	179	26.6	136	17.4	181	41.6	46	18.6	28	43.1	570	25.9
	Other Western Hemisphere	178	26.4	117	15.0	67	15.4	37	15.0	5	7.7	404	18.4
	Total 1998	673	100.0	781	100.0	435	100.0	247	100.0	65	100.0	2201	100.0
1999	Africa	51	7.5	56	6.9	22	4.8	12	4.7	2	2.9	143	6.3
	Asia	128	18.7	117	14.4	69	15.0	40	15.5	8	11.8	362	15.9
	Europe	124	18.1	341	42.0	88	19.2	96	37.2	23	33.8	672	29.5
	Middle East	28	4.1	44	5.4	27	5.9	17	6.6	0	0.0	116	5.1
	US	176	25.7	133	16.4	191	41.6	54	20.9	28	41.2	582	25.5
	Other Western Hemisphere	177	25.9	121	14.9	62	13.5	39	15.1	7	10.3	406	17.8
	Total 1999	684	100.0	812	100.0	459	100.0	258	100.0	68	100.0	2281	100.0
2000	Africa	60	8.2	59	6.7	26	5.1	12	4.4	1	1.4	158	6.4
	Asia	134	18.4	128	14.6	78	15.3	43	15.9	7	9.9	390	15.9
	Europe	129	17.7	378	43.1	101	19.8	103	38.0	25	35.2	736	30.0
	Middle East	32	4.4	49	5.6	22	4.3	19	7.0	1	1.4	123	5.0
	US	191	26.2	131	14.9	215	42.2	52	19.2	30	42.3	619	25.2
	Other Western Hemisphere	182	25.0	132	15.1	65	12.8	42	15.5	7	9.9	428	17.4
	Total 2000	728	99.9	877	100.0	507	99.5	271	100.0	71	100.0	2454	100.0
2001	Africa	71	9.0	62	6.6	29	5.2	11	3.8	1	1.5	174	6.6
	Asia	150	19.1	142	15.2	87	15.6	44	15.3	7	10.8	430	16.3
	Europe	141	17.9	400	42.7	111	19.9	108	37.6	22	33.8	782	29.7
	Middle East	29	3.7	49	5.2	22	3.9	18	6.3	1	1.5	119	4.5
	US	210	26.7	136	14.5	236	42.3	61	21.3	25	38.5	668	25.4
	Other Western Hemisphere	186	23.6	147	15.7	73	13.1	45	15.7	9	13.8	460	17.5
	Total 2001	787	100.0	936	100.0	558	100.0	287	100.0	65	100.0	2633	100.0
2002	Africa	69	9.0	61	6.3	29	4.9	12	4.2	1	1.4	172	6.4
	Asia	149	19.5	151	15.6	100	16.8	42	14.6	7	10.1	449	16.7
	Europe	141	18.5	412	42.6	116	19.5	112	39.0	22	31.9	803	30.0
	Middle East	26	3.4	46	4.8	24	4.0	19	6.6	4	5.8	119	4.4
	US	205	26.9	137	14.2	245	41.2	60	20.9	26	37.7	673	25.1
	Other Western Hemisphere	173	22.7	160	16.5	81	13.6	42	14.6	9	13.0	465	17.3
	Total 2002	763	100.0	967	100.0	595	100.0	287	100.0	69	100.0	2681	100.0

Source: PeopleSoft HRMS

Table 9. Average Time in Grades A14 and A15 for Economists by Region, Developing/Industrial Country, and Gender
(as of 12/31/2002)

Region	A14				A15			
	2001		2002		2001		2002	
	Number of Staff	Average time in Grade (Years)	Number of Staff	Average time in Grade (Years)	Number of Staff	Average time in Grade (Years)	Number of Staff	Average time in Grade (Years)
Africa	22	4.3	23	4.8	11	3.0	11	2.8
Asia	47	2.7	49	2.1	13	1.8	21	1.5
Europe	104	2.9	118	2.8	60	2.5	62	2.5
Middle East	19	3.8	18	3.9	11	2.3	7	2.6
US	62	3.6	58	4.5	40	2.6	43	2.6
Other Western Hemisphere	67	2.3	75	2.3	21	2.4	23	2.5
Total	321	3.0	341	3.1	156	2.5	167	2.4
Developing Countries	134	2.7	151	2.6	50	2.5	51	2.3
Industrial Countries	187	3.3	190	3.4	106	2.5	116	2.5
Women	57	3.2	62	3.2	17	1.2	20	1.4
Men	264	3.0	279	3.0	139	2.6	147	2.6

Source: PeoplesSoft HRMS

Table 10. Staff Promoted by Region, Gender, Career Stream, and Grade Grouping, 2002
(2001 in parenthesis)

Region	A1-A8				A9-A12				A13-A15				B1-B5			
	#	Total ¹	% ²	2001 (%)	#	Total	%	2001 (%)	#	Total	%	2001 (%)	#	Total	%	2001 (%)
Economists																
Africa					1	9	11.1	(7.7)	10	52	19.2	(22.4)	0	12	0.0	(18.2)
Asia					9	51	17.6	(13.3)	27	100	27.0	(13.4)	9	44	20.5	(17.8)
Europe					27	136	19.9	(19.4)	58	278	20.9	(20.2)	18	113	15.9	(26.6)
Middle East					4	10	40.0	(10.0)	5	36	13.9	(5.1)	3	19	15.8	(5.6)
US					4	18	22.2	(31.3)	10	120	8.3	(15.0)	7	60	11.7	(13.1)
Other Western Hemisphere					7	29	24.1	(4.3)	20	131	15.3	(16.9)	6	43	14.0	(30.4)
Total					52	253	20.6	(16.7)	130	717	18.1	(17.1)	43	291	14.8	(21.4)
Developing Countries					27	114	23.7	(12.4)	57	294	19.4	(17.0)	13	97	13.4	(23.4)
Industrial Countries					25	139	18.0	(19.5)	73	423	17.3	(17.1)	30	194	15.5	(20.4)
Women					22	79	27.8	(20.3)	27	144	18.8	(17.3)	8	34	23.5	(35.5)
Men					30	174	17.2	(15.0)	103	573	18.0	(17.0)	35	257	13.6	(19.7)
Specialized Career Streams																
Africa	10	69	14.5	(7.0)	3	14	21.4	(30.8)	2	17	11.8	(44.4)	1	1	100.0	0.0
Asia	15	151	9.9	(14.5)	13	76	17.1	(11.6)	3	24	12.5	(22.2)	0	7	0.0	(14.3)
Europe	17	141	12.1	(15.6)	13	75	17.3	(13.7)	9	41	22.0	(13.2)	0	22	0.0	(9.1)
Middle East	2	26	7.7	(31.0)	2	20	10.0	(11.8)	0	4	0.0	(40.0)	1	4	25.0	0.0
US	18	206	8.7	(13.3)	28	155	18.1	(17.0)	7	90	7.8	(13.5)	5	26	19.2	(16.0)
Other Western Hemisphere	24	173	13.9	(16.7)	10	51	19.6	(34.9)	1	30	3.3	(10.0)	0	9	0.0	(33.3)
Total	86	766	11.2	(14.8)	69	391	17.6	(17.7)	22	206	10.7	(17.2)	7	69	10.1	(15.4)
Developing Countries	55	428	12.9	(14.3)	32	155	20.6	(19.0)	8	70	11.4	(28.8)	2	15	13.3	(16.7)
Industrial Countries	31	338	9.2	(15.5)	37	236	15.7	(16.9)	14	136	10.3	(11.4)	5	54	9.3	(15.1)
Women	73	646	11.3	(15.7)	53	238	22.3	(18.2)	12	84	14.3	(19.5)	3	20	15.0	(22.2)
Men	13	120	10.8	(10.2)	16	153	10.5	(16.9)	10	122	8.2	(15.5)	4	49	8.2	(12.8)
Economists & Specialized Career Streams																
Africa	10	69	14.5	(7.0)	4	23	17.4	(19.2)	12	69	17.4	(28.4)	1	13	7.7	(16.7)
Asia	15	151	9.9	(14.5)	22	127	17.3	(12.3)	30	124	24.2	(14.8)	9	51	17.6	(17.3)
Europe	17	141	12.1	(15.6)	40	211	19.0	(17.5)	67	319	21.0	(19.3)	18	135	13.3	(23.7)
Middle East	2	26	7.7	(31.0)	6	30	20.0	(11.1)	5	40	12.5	(9.1)	4	23	17.4	(5.3)
US	18	206	8.7	(13.3)	32	173	18.5	(18.4)	17	210	8.1	(14.4)	12	86	14.0	(14.0)
Other Western Hemisphere	24	173	13.9	(16.7)	17	80	21.3	(24.2)	21	161	13.0	(15.6)	6	52	11.5	(30.9)
Total	86	766	11.2	(14.8)	121	644	18.8	(17.3)	152	923	16.5	(17.1)	50	360	13.9	(20.3)
Developing Countries	55	428	12.9	(14.3)	59	269	21.9	(16.2)	65	364	17.9	(19.2)	15	112	13.4	(22.6)
Industrial Countries	31	338	9.2	(15.5)	62	375	16.5	(17.9)	87	559	15.6	(15.7)	35	248	14.1	(19.3)
Women	73	646	11.3	(15.7)	75	317	23.7	(18.7)	39	228	17.1	(18.1)	11	54	20.4	(30.6)
Men	13	120	10.8	(10.2)	46	327	14.1	(15.9)	113	695	16.3	(16.8)	39	306	12.7	(18.6)

Source: PeopleSoft HRMS

¹ Total number of staff from each region at each grade group as of 12/31/2002.

² Percent of staff promoted of total from that region.

Table 11. The Region Pyramid: African and Middle Eastern Staff in Grades A15-B5 in 1994¹ and 2002

Grade	Region	Area		Functional		Support	
		1994	2002	1994	2002	1994	2002
A15	AFR	8	9	1	2	0	2
	MED	2	10	1	11	3	0
	Other	38	72	37	61	12	14
	Total	48	91	39	74	15	16
B1	AFR	0	2	0	0	1	0
	MED	0	0	2	2	0	3
	Other	7	12	7	12	22	25
	Total	7	14	9	14	23	28
B2	AFR	2	4	1	2	1	0
	MED	3	3	5	3	1	2
	Other	41	53	50	53	30	22
	Total	46	60	56	58	32	24
B3	AFR	0	2	0	0	1	0
	MED	3	4	0	0	1	0
	Other	20	33	20	29	10	15
	Total	23	39	20	29	12	15
B4	AFR	3	1	1	1	0	0
	MED	1	3	1	2	0	0
	Other	18	18	15	23	10	12
	Total	22	22	17	26	10	12
B5	AFR	0	1	1	0	0	0
	MED	0	1	0	1	0	0
	Other	8	4	8	7	3	8
	Total	8	6	9	8	3	8
Total	AFR	13	19	4	5	3	2
	MED	9	21	9	19	5	5
	Other	132	192	137	185	87	96
	Total	154	232	150	209	95	103
	AFR %	8.4	8.2	2.7	2.4	3.2	1.9
MED %	5.8	9.1	6.0	9.1	5.3	4.9	

Source: OLAP

¹The report on the Status of Women in the Fund was completed in 1994.

Table 12. Share of Women and Men by Career Stream and Grade Grouping

	A1-A8				A9-A15				B1-B5				Total			
	Women		Men		Women		Men		Women		Men		Women		Men	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Economists																
2002					222	23.0	745	77.0	34	11.8	253	88.2	256	20.4	998	79.6
2001					211	22.6	723	77.4	31	10.8	257	89.2	242	19.8	980	80.2
2000					200	22.9	675	77.1	25	9.2	246	90.8	225	19.6	921	80.4
1999					173	21.3	638	78.7	23	9.1	230	90.9	196	18.4	868	81.6
1998					158	20.2	624	79.8	21	8.5	225	91.5	179	17.4	849	82.6
Specialized Career Streams																
2002	645	84.5	118	15.5	322	54.1	273	45.9	20	29.0	49	71.0	987	69.2	440	30.8
2001	662	84.1	125	15.9	302	54.1	256	45.9	18	27.7	47	72.3	982	69.6	428	30.4
2000	619	84.9	110	15.1	283	55.6	226	44.4	15	21.1	56	78.9	917	70.1	392	29.9
1999	585	85.5	99	14.5	263	57.5	194	42.5	15	22.4	52	77.6	863	71.4	345	28.6
1998	577	86.0	94	14.0	247	57.2	185	42.8	13	20.3	51	79.7	837	71.7	330	28.3
Total																
2002	645	84.5	118	15.5	544	34.8	1,018	65.2	54	15.2	302	84.8	1243	46.4	1438	53.6
2001	662	84.1	125	15.9	513	34.4	979	65.6	49	13.9	304	86.1	1224	46.5	1408	53.5
2000	619	84.9	110	15.1	483	34.9	901	65.1	40	11.7	302	88.3	1142	46.5	1313	53.5
1999	585	85.5	99	14.5	436	34.4	832	65.6	38	11.9	282	88.1	1059	46.6	1213	53.4
1998	577	86.0	94	14.0	405	33.4	809	66.6	34	11.0	276	89.0	1016	46.3	1179	53.7

Source: PeopleSoft HRMS

Table 13. Recruitment of Women by Career Stream and Grade Grouping

	A1-A8			A9-A15			B1-B5		
	#	Total	%	#	Total	%	#	Total	%
EPs									
2002				12	50	24.0			
2001				11	36	30.6			
2000				19	47	40.4			
1999				13	37	35.1			
1998				16	41	39.0			
Total 1998-2002				71	211	33.6			
Economists									
2002				16	58	27.6	1	5	20.0
2001				17	94	18.1	2	13	15.4
2000				17	87	19.5	1	7	14.3
1999				14	62	22.6	0	5	0.0
1998				10	59	16.9	0	4	0.0
Total 1998-2002				74	360	20.6	4	34	11.8
Specialized Career Streams									
2002	38	51	74.5	20	48	41.7	1	5	20.0
2001	90	124	72.6	33	66	50.0	0	1	0.0
2000	78	98	79.6	25	70	35.7	1	3	33.3
1999	57	73	78.1	16	38	42.1	1	3	33.3
1998	31	38	81.6	10	28	35.7	0	0	0.0
Total 1998-2002	294	384	76.6	104	250	41.6	3	12	25.0
All									
2002	38	51	74.5	48	156	30.8	2	10	20.0
2001	90	124	72.6	61	196	31.1	2	14	14.3
2000	78	98	79.6	61	204	29.9	2	10	20.0
1999	57	73	78.1	43	137	31.4	1	8	12.5
1998	31	38	81.6	36	128	28.1	0	4	0.0
Total 1998-2002	294	384	76.6	249	821	30.3	7	46	15.2

Source: PeopleSoft HRMS

Table 14. Share of Women and Men at Grades A11-B5 by Career Stream

(as of 12/31/2002)

	A11		A12		A13		A14		A15		B1		B2		B3		B4		B5		Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Economists																						
Women	31	29.5	48	32.4	62	29.7	62	18.2	20	12.0	4	13.3	15	12.7	8	10.5	5	9.6	2	13.3	257	20.4
Men	74	70.5	100	67.6	147	70.3	279	81.8	147	88.0	26	86.7	103	87.3	68	89.5	47	90.4	13	86.7	1004	79.6
Total	105	100.0	148	100.0	209	100.0	341	100.0	167	100.0	30	100.0	118	100.0	76	100.0	52	100.0	15	100.0	1261	100.0
Specialized Career Streams																						
Women	70	60.3	50	55.6	45	43.3	34	39.1	5	33.3	11	44.0	6	25.0	0	0.0	2	33.3	1	14.3	224	46.6
Men	46	39.7	40	44.4	59	56.7	53	60.9	10	66.7	14	56.0	18	75.0	7	100.0	4	66.7	6	85.7	257	53.4
Total	116	100.0	90	100.0	104	100.0	87	100.0	15	100.0	25	100.0	24	100.0	7	100.0	6	100.0	7	100.0	481	100.0
Economists & Specialized Career Streams																						
Women	101	45.7	98	41.2	107	34.2	96	22.4	25	13.7	15	27.3	21	14.8	8	9.6	7	12.1	3	13.6	481	27.6
Men	120	54.3	140	58.8	206	65.8	332	77.6	157	86.3	40	72.7	121	85.2	75	90.4	51	87.9	19	86.4	1261	72.4
Total	221	100.0	238	100.0	313	100.0	428	100.0	182	100.0	55	100.0	142	100.0	83	100.0	58	100.0	22	100.0	1742	100.0

Source: PeopleSoft HRMS

Table 15. The Gender Pyramid: Women and Men in Grades A15-B5 in 1994¹ and 2002

Grade	Gender	Area		Functional		Support	
		1994	2002	1994	2002	1994	2002
A15	Women	3	8	3	14	1	3
	Men	45	83	36	60	14	13
	Total	48	91	39	74	15	16
B1	Women	0	3	1	0	9	13
	Men	7	11	8	14	14	15
	Total	7	14	9	14	23	28
B2	Women	4	6	3	11	1	4
	Men	42	54	53	47	31	20
	Total	46	60	56	58	32	24
B3	Women	0	4	2	2	1	2
	Men	23	35	18	27	11	13
	Total	23	39	20	29	12	15
B4	Women	1	2	2	3	1	2
	Men	21	20	15	23	9	10
	Total	22	22	17	26	10	12
B5	Women	0	0	0	2	0	1
	Men	8	6	9	6	3	7
	Total	8	6	9	8	3	8
Total	Women	8	23	11	32	13	25
	Men	146	209	139	177	82	78
	Total	154	232	150	209	95	103
	Women %	5.2	9.9	7.3	15.3	13.7	24.3

Source: OLAP

¹The report on the Status of Women in the Fund was completed in 1994.

Table 16. Share of Women and Developing Country Nationals by Department and by Grade Grouping, 1998-2002

Department	Grade Group	Women (in percent)					Developing Country Nationals (in percent)				
		12/98	12/99	12/00	12/01	12/02	12/98	12/99	12/00	12/01	12/02
Fund Total	A09 - A15	33.6	34.4	34.9	34.4	34.8	38.4	37.9	38.5	39.2	40.4
	B01 - B05	10.9	11.8	11.7	13.9	15.2	30.4	30.1	29.2	29.5	30.9
Area Departments	A09 - A15	21.0	23.3	21.8	22.3	22.2	39.3	41.0	41.3	41.4	45.9
	B01 - B05	9.5	9.1	9.1	8.2	10.6	39.7	40.2	40.6	38.8	40.1
AFR	A09 - A15	14.8	16.5	16.0	17.9	17.3	45.0	39.4	42.0	37.4	39.8
	B01 - B05	6.9	6.7	5.9	5.4	10.5	55.2	56.7	50.0	45.9	50.0
APD	A09 - A15	18.9	19.2	22.7	21.5	22.5	36.1	38.4	46.7	44.3	42.5
	B01 - B05	16.0	11.1	14.8	16.0	16.7	36.0	37.0	40.7	32.0	29.2
EU1	A09 - A15	32.4	32.9	26.9	22.0	26.4	27.0	34.2	30.8	29.3	37.9
	B01 - B05	11.1	11.8	9.5	9.5	9.1	11.1	11.8	19.0	23.8	31.8
EU2	A09 - A15	16.7	20.3	20.6	22.4	26.2	28.3	37.3	26.5	32.8	40.0
	B01 - B05	0.0	0.0	5.3	5.0	11.8	18.8	11.1	10.5	15.0	11.8
MED	A09 - A15	25.5	31.9	28.3	30.4	12.2	36.2	48.9	47.8	54.3	57.1
	B01 - B05	7.1	13.3	12.5	11.1	11.8	50.0	53.3	56.3	50.0	64.7
WHD	A09 - A15	21.0	23.5	22.2	25.0	27.0	56.8	51.8	54.3	55.7	62.0
	B01 - B05	12.5	12.0	7.7	3.8	4.2	54.2	56.0	57.7	57.7	45.8
Functional Departments	A09 - A15	31.3	32.2	35.7	33.8	35.4	41.1	39.9	41.1	42.4	40.8
	B01 - B05	8.3	10.5	11.3	14.6	13.2	28.1	26.6	25.8	25.5	25.7
FAD	A09 - A15	24.1	31.3	31.6	32.3	31.1	30.8	32.5	29.5	32.3	32.2
	B01 - B05	5.0	4.8	5.3	10.0	10.5	35.0	33.3	36.8	40.0	31.6
ICM	A09 - A15				27.3	31.7				45.5	39.0
	B01 - B05				0.0	0.0				12.5	11.1
INS ¹	A09 - A15	50.0	50.0	45.7	42.6	54.0	59.4	60.5	56.5	51.1	44.0
	B01 - B05	0.0	8.3	9.1	14.3	12.5	61.5	50.0	54.5	42.9	37.5
LEG	A09 - A15	37.5	36.8	47.6	40.9	50.0	56.3	57.9	52.4	40.9	50.0
	B01 - B05	12.5	14.3	16.7	14.3	12.5	25.0	28.6	16.7	14.3	12.5
MAE	A09 - A15	21.2	28.1	36.4	35.2	32.7	38.9	32.8	36.4	42.9	40.2
	B01 - B05	5.0	4.6	4.2	8.3	8.0	33.3	40.9	33.3	33.3	32.0
PDR	A09 - A15	27.0	20.6	27.6	26.7	25.6	42.7	42.2	41.9	44.0	44.4
	B01 - B05	9.5	15.0	25.0	27.3	19.2	19.0	15.0	15.0	13.6	15.4
RES	A09 - A15	23.8	25.4	25.4	20.8	23.1	37.5	31.7	39.4	35.4	25.0
	B01 - B05	7.1	7.1	6.7	15.4	15.4	14.3	21.4	20.0	23.1	38.5
STA	A09 - A15	36.0	34.5	36.8	35.0	36.5	46.7	41.7	47.1	49.0	48.1
	B01 - B05	13.3	14.3	12.5	18.8	18.8	14.3	14.3	18.8	25.0	25.0
TRE	A09 - A15	46.8	45.8	51.5	48.5	53.7	41.9	40.3	41.2	41.2	43.3
	B01 - B05	20.0	21.4	15.4	15.4	16.7	10.0	7.1	7.7	7.7	16.7
Support Departments	A09 - A15	54.9	54.1	51.3	50.4	50.3	31.7	30.3	30.7	31.3	32.6
	B01 - B05	18.5	18.6	17.3	25.0	28.6	18.5	17.1	13.3	17.6	22.9
EXR	A09 - A15	53.8	58.5	58.1	66.7	68.0	20.5	14.6	11.6	14.6	24.0
	B01 - B05	0.0	0.0	0.0	12.5	30.8	28.6	22.2	20.0	25.0	30.8
HRD ²	A09 - A15	60.4	68.6	75.7	67.6	62.2	24.0	45.7	48.6	56.8	55.6
	B01 - B05	30.8	30.0	40.0	60.0	60.0	7.7	10.0	0.0	20.0	20.0
OMD ³	A09 - A15	56.1	58.3	58.1	52.3	47.6	20.0	22.9	32.6	29.5	31.0
	B01 - B05	10.0	9.5	8.7	9.5	20.0	20.0	15.0	8.7	9.5	16.7
SEC	A09 - A15	59.4	54.2	60.9	48.0	43.5	31.3	20.8	26.1	32.0	26.1
	B01 - B05	20.0	25.0	25.0	25.0	25.0	10.0	25.0	25.0	25.0	37.5
TGS	A09 - A15		49.1	42.9	44.2	45.3		33.7	31.5	30.9	30.9
	B01 - B05		27.3	20.8	28.6	23.8		18.2	16.7	19.0	19.0

Source: PeopleSoft HRMS

¹Includes JAI, JVI, and STI.

²Formerly ADM (Administration Department) up to 1998.

³Includes DMD, EUO, INV, OAP, OBP, OIA, OTM, and UNO.

Table 17. Share of Developing Country Nationals by Department and Grade Grouping
(as of 12/31/2002)

	A1-A8		A9-A15		B1-B5		A9-B5		Total Staff	Developing Country Staff	
	#	%	#	%	#	%	#	%	#	#	%
Total	426	55.8	631	40.4	110	30.9	741	38.6	2681	1,167	43.5
Area Departments	110	59.8	236	46.0	56	39.7	292	44.6	838	402	48.0
AFR	31	67.4	53	39.8	18	48.6	71	41.8	216	102	47.2
APD	14	58.3	34	43.0	7	29.2	41	39.8	127	55	43.3
EU1	19	57.6	33	37.9	7	31.8	40	36.7	142	59	41.5
EU2	10	45.5	26	40.0	2	11.8	28	34.1	104	38	36.5
MED	11	57.9	28	57.1	11	64.7	39	59.1	85	50	58.8
WHD	25	62.5	62	62.0	11	45.8	73	58.9	164	98	59.8
Functional Departments	189	60.0	266	40.7	38	26.2	304	38.1	1113	493	44.3
FAD	20	60.6	29	32.2	6	31.6	35	32.1	142	55	38.7
ICM	4	40.0	16	39.0	1	11.1	17	34.0	60	21	35.0
INS ¹	24	55.8	22	43.1	6	37.5	28	41.8	110	52	47.3
LEG	10	58.8	12	50.0	1	12.5	13	40.6	49	23	46.9
MAE	29	69.0	43	40.2	8	32.0	51	38.6	174	80	46.0
PDR	22	56.4	52	44.4	4	15.4	56	39.2	182	78	42.9
RES	16	66.7	14	26.4	6	42.9	20	29.9	91	36	39.6
STA	31	67.4	50	48.1	4	25.0	54	45.0	166	85	51.2
TRE	33	54.1	28	42.4	2	16.7	30	38.5	139	63	45.3
Support Departments²	127	48.1	129	32.6	16	22.9	145	31.1	730	272	37.3
EXR	7	29.2	12	24.0	4	30.8	16	25.4	87	23	26.4
HRD	27	50.0	25	55.6	2	20.0	27	49.1	109	54	49.5
OMD ³	17	63.6	13	32.4	3	13.3	16	26.9	89	33	37.8
SEC	11	40.7	6	26.1	3	37.5	9	29.0	58	20	34.5
TGS	64	49.6	73	30.9	4	19.0	77	30.0	386	141	36.5

Source: PeopleSoft HRMS

¹INS Includes JAI, JVI and STI.

²Total staff includes one A1-A8 staff member in Administrative Tribunal, under support departments.

³OMD Includes DMD, EUO, INV, OAP, OBP, OIA, OTM, and UNO.

Table 18. Distribution of A9-B5 Staff by Region and by Department
(as of 12/31/2002)

A9-A15 Staff								B1-B5 Staff								Total A9-B5 Staff							
Dept	Africa	Asia	Europe	Middle East	US	Other WH	Total	Dept	Africa	Asia	Europe	Middle East	US	Other WH	Total	Dept	Africa	Asia	Europe	Middle East	US	Other WH	Total
Area Departments																							
AFR	23.3	5.3	45.9	3.8	13.5	8.3	100.0	AFR	24.3	5.4	40.5	10.8	8.1	10.8	100.0	AFR	23.5	5.3	44.7	5.3	12.4	8.8	100.0
APD	1.3	38.0	30.4	6.3	12.7	11.4	100.0	APD	4.2	33.3	20.8	0.0	33.3	8.3	100.0	APD	1.9	36.9	28.2	4.9	17.5	10.7	100.0
EU1	3.4	12.6	59.8	2.3	11.5	10.3	100.0	EU1	0.0	22.7	45.5	4.5	18.2	9.1	100.0	EU1	2.8	14.7	56.9	2.8	12.8	10.1	100.0
EU2	1.5	7.7	61.5	4.6	18.5	6.2	100.0	EU2	0.0	0.0	70.6	0.0	11.8	17.6	100.0	EU2	1.2	6.1	63.4	3.7	17.1	8.5	100.0
MED	10.2	8.2	30.6	30.6	10.2	10.2	100.0	MED	0.0	5.9	41.2	35.3	5.9	11.8	100.0	MED	7.6	7.6	33.3	31.8	9.1	10.6	100.0
WHD	7.0	3.0	25.0	3.0	17.0	45.0	100.0	WHD	0.0	12.5	29.2	0.0	16.7	41.7	100.0	WHD	5.6	4.8	25.8	2.4	16.9	44.4	100.0
Functional Departments																							
FAD	5.6	17.8	43.3	1.1	14.4	17.8	100.0	FAD	0.0	10.5	42.1	5.3	21.1	21.1	100.0	FAD	4.6	16.5	43.1	1.8	15.6	18.3	100.0
ICM	4.9	19.5	41.5	4.9	19.5	9.8	100.0	ICM	0.0	0.0	22.2	0.0	55.6	22.2	100.0	ICM	4.0	16.0	38.0	4.0	26.0	12.0	100.0
INS	2.0	13.7	29.4	7.8	27.5	19.6	100.0	INS	6.3	18.8	25.0	12.5	37.5	0.0	100.0	INS	3.0	14.9	28.4	9.0	29.9	14.9	100.0
LEG	8.3	20.8	37.5	0.0	12.5	20.8	100.0	LEG	0.0	12.5	25.0	0.0	37.5	25.0	100.0	LEG	6.3	18.8	34.4	0.0	18.8	21.9	100.0
MAE	4.7	17.8	35.5	1.9	24.3	15.9	100.0	MAE	0.0	20.0	40.0	8.0	16.0	16.0	100.0	MAE	3.8	18.2	36.4	3.0	22.7	15.9	100.0
PDR	5.1	19.7	43.6	5.1	12.8	13.7	100.0	PDR	3.8	3.8	38.5	3.8	42.3	7.7	100.0	PDR	4.9	16.8	42.7	4.9	18.2	12.6	100.0
RES	0.0	26.4	39.6	1.9	22.6	9.4	100.0	RES	0.0	21.4	21.4	7.1	28.6	21.4	100.0	RES	0.0	25.4	35.8	3.0	23.9	11.9	100.0
STA	1.9	26.9	24.0	1.9	20.2	25.0	100.0	STA	6.3	18.8	31.3	0.0	25.0	18.8	100.0	STA	2.5	25.8	25.0	1.7	20.8	24.2	100.0
TRE	6.1	25.8	25.8	1.5	31.8	9.1	100.0	TRE	0.0	16.7	75.0	0.0	8.3	0.0	100.0	TRE	5.1	24.4	33.3	1.3	28.2	7.7	100.0
Support Departments																							
EUO	0.0	0.0	60.0	0.0	20.0	20.0	100.0	EUO	0.0	0.0	66.7	0.0	0.0	33.3	100.0	EUO	0.0	0.0	62.5	0.0	12.5	25.0	100.0
EXR	4.0	14.0	24.0	0.0	48.0	10.0	100.0	EXR	0.0	7.7	30.8	15.4	38.5	7.7	100.0	EXR	3.2	12.7	25.4	3.2	46.0	9.5	100.0
HRD	6.7	13.3	20.0	6.7	24.4	28.9	100.0	HRD	0.0	20.0	30.0	0.0	30.0	20.0	100.0	HRD	5.5	14.5	21.8	5.5	25.5	27.3	100.0
OMD	2.7	24.3	24.3	10.8	29.7	8.1	100.0	OMD	0.0	26.7	46.7	6.7	20.0	0.0	100.0	OMD	1.9	25.0	30.8	9.6	26.9	5.8	100.0
SEC	0.0	21.7	21.7	4.3	43.5	8.7	100.0	SEC	0.0	25.0	25.0	0.0	37.5	12.5	100.0	SEC	0.0	22.6	22.6	3.2	41.9	9.7	100.0
TGS	3.8	11.4	17.4	4.2	50.8	12.3	100.0	TGS	0.0	4.8	33.3	9.5	38.1	14.3	100.0	TGS	3.5	10.9	18.7	4.7	49.8	12.5	100.0
Quota	4.2	18.0	41.3	8.5	17.5	10.5	100.0	Quota	4.2	18.0	41.3	8.5	17.5	10.5	100.0	Quota	4.2	18.0	41.3	8.5	17.5	10.5	100.0

Source: PeopleSoft HRMS

Table 19. Share of Women by Department and Grade Grouping
(as of 12/31/2002)

Department	A01-A08		A09-A15		B01-B05		A09-B05		Total Staff	Women	
	#	%	#	%	#	%	#	%	#	#	%
Total	645	84.5	544	34.8	54	15.2	598	31.2	2,681	1,243	46.4
Area Departments	162	88.0	114	22.2	15	10.6	129	19.7	838	291	34.7
AFR	41	89.1	23	17.3	4	10.8	27	15.9	216	68	31.5
APD	20	83.3	18	22.8	4	16.7	22	21.4	127	42	33.1
EU1	28	84.8	23	26.4	2	9.1	25	22.9	142	53	37.3
EU2	21	95.5	17	26.2	2	11.8	19	23.2	104	40	38.5
MED	18	94.7	6	12.2	2	11.8	8	12.1	85	26	30.6
WHD	34	85.0	27	27.0	1	4.2	28	22.6	164	62	37.8
Functional Departments	274	87.0	231	35.4	19	13.1	250	31.3	1,113	524	47.1
FAD	29	87.9	28	31.1	2	10.5	30	27.5	142	59	41.5
ICM	9	90.0	13	31.7	0	0.0	13	26.0	60	22	36.7
INS ¹	41	95.3	27	52.9	2	12.5	29	43.3	110	70	63.6
LEG	15	88.2	12	50.0	1	12.5	13	40.6	49	28	57.1
MAE	40	95.2	35	32.7	2	8.0	37	28.0	174	77	44.3
PDR	34	87.2	30	25.6	5	19.2	35	24.5	182	69	37.9
RES	19	79.2	12	22.6	2	14.3	14	20.9	91	33	36.3
STA	35	76.1	38	36.5	3	18.8	41	34.2	166	76	45.8
TRE	52	85.2	36	54.5	2	16.7	38	48.7	139	90	64.7
Support Departments²	209	79.2	199	50.3	20	28.6	219	47.0	730	428	58.6
EXR	21	87.5	34	68.0	4	30.8	38	60.3	87	59	67.8
HRD	52	96.3	28	62.2	6	60.0	34	61.8	110	86	78.9
OMD ³	25	86.2	20	47.6	3	20.0	23	38.3	89	48	53.9
SEC	19	70.4	10	43.5	2	25.0	12	38.7	58	31	53.4
TGS	91	70.5	107	45.3	5	23.8	112	43.6	386	203	52.6

Source: PeopleSoft HRMS

¹INS Includes JAI, JVI and STI.

²Total staff includes one A1-A8 staff member in Administrative Tribunal, under Support Departments.

³OMD Includes DMD, EUO, INV, OAP, OBP, OIA, OTM, and UNO.