

Results of the survey on staff turnover

Invited paper submitted by the UNECE

1. Introduction

In preparation for the workshop on Human Resources Management and Training, 14 – 16 September 2010, the UNECE Secretariat was asked by the Organizing Committee to collect information on human resources management in the National Statistical Offices (NSO). The information would be used to help identifying issues and problems in HR management and serve as input to the discussion.

The “Questionnaire on Staff Turnover” solicited information on staff turnover, including reasons why (young) staff members leave, and measures to solve possible problems with rapid turnover of young staff members.

2. Survey

The questionnaire was sent out by UNECE in December 2009, in two languages Russian and English. The questionnaire was sent to the 56 UNECE member states as well as to Australia, New Zealand, Japan, South Africa, Brazil, Mexico and Mongolia (63 countries in total). 38 full or partial responses have been received. Another 2 countries indicating that the information in the requested form was not available.

The data in the questionnaire only includes employees in the central statistical offices on all types of contracts. Information on the interviewers and staff members in the regional offices are excluded. The survey results are grouped by regions: CIS – 11, Western Balkans, European Union, Other UNECE countries and non UNECE countries

Detailed survey results and the questionnaire sent to countries are in Annex I and Annex II respectively.

3. Results

Some observations from the responses received:

- The numbers of employees in central statistical offices range from 63 to 14 427.
- In a majority of the countries in the UNECE region, staff position in statistical offices is dominated by women.
- 18 out of 38 countries (47%) responded that turnover of young staff members is a problem for their NSO.
- The majority of the young staff members that left NSO in 2008 worked in the office between 1 and 2 years.

- 10 out of 38 countries (26%), indicated that no investigation was done on the reasons of leaving. Only 7 countries (18%) did a thorough investigation (exit interview + staff satisfaction survey) on the reasons for leaving.
- The overwhelmingly common reason for leaving (66%) is “Inadequate level of payment”. Only 18% of the countries stated “no contract extension” as a problem.
- A number of initiatives to reduce staff turnover are proposed or already implemented in different countries, like: career start programs, training for newcomers, job profiles, staff management interviews, efficient recruitment, etc.
- With said initiatives in place 17 countries (44%) managed to reduce staff turnover, but 6 (16%) didn't and 10 (26%) are not sure if it was successful.
- Of the respondent countries 52% already have measures in place to attract young persons for the jobs in their NSO's (job fairs, advertisements, etc.), 23% are planning to introduce them in future and 23% others are not planning any measures concerning new recruits.

4. Conclusions

Some tentative conclusions may include the following:

- A rapid turnover of young staff is not necessarily considered a problem, hence measures are in place in many ONS to deal with this.
- When turnover of staff is considered a problem, the NSO may try to make work more attractive (career plans, training & education, international exposure, flexibility, working conditions, responsibility etc.).
- Investigating the reasons for leaving may provide useful information that can feed into HRM.
- There are different experiences in different countries, and thus possibilities to learn from other NSO's.

Annex I - Detailed Survey Results by Questions

Questions: A1– A2: How many persons were employed at the NSO in 2008, by age groups and sex

	Countries	Total number of staff	% of women in NSO	% of staff under 25 years of age	% of staff between 25 and 35 years
	CIS - 11				
1	Armenia	181	76	6	30
2	Belarus	402	89	3	35
3	Kyrgyzstan	127	86	27	33
4	Moldova	209	87	12	24
5	Tajikistan	92	48	26	22
6	Ukraine	499	84	7	30
	Western Balkans				
7	Bosnia and Herzegovina	63	60	3	32
8	Croatia	431	76	1	17
9	Montenegro	134	71	7	16
10	Serbia	525	65	0	21
11	The FYR of Macedonia	181	74	6	23
	European Union				
12	Austria	838	64	2	20
13	Bulgaria	350	82	1	15
14	Cyprus	131	61	1	40
15	Denmark	559	48	2	23
16	Finland	846	60	0	18
17	Germany	2585	55	3	15
18	Hungary	1287	75	1	22
19	Italy	1911	58	0	8
20	Latvia	443	81	36	13
21	Lithuania	352	84	0	37
22	Malta	141	63	15	54
23	Netherlands	2591	39	1	13
24	Poland	791	73	1	26
25	Portugal	708	58	0	15
26	Slovak Republic	995	79	3	22
27	Slovenia	382	69	0	29
28	Spain	7095	64	1	23
29	Sweden	1228	56	1	22
	Other UNECE countries				
30	Canada	5729	51	2	21
31	Iceland	93	59	5	27
32	Israel	844	67	1	19
33	Norway	1014	54	1	22
34	Switzerland	481	39	1	33
	Non UNECE member countries				
35	Brazil	2559	42	1	7
36	Mexico	14427	45	0	18
37	New Zealand	824	52	9	25
38	Republic of Korea	2372	39	0	20

Questions: B1– B2: How many persons started working at the NSO in 2008, by age groups

	Countries	% of new staff in 2008	By age group (in%)		
			under 25 years	between 25 and 35 years	over 35 years
	CIS - 11				
1	Armenia	19	31	40	29
2	Belarus	11	7	57	37
3	Kyrgyzstan	100	27	25	48
4	Moldova	16	56	26	18
5	Tajikistan	27	100	0	0
6	Ukraine	10	37	27	35
	Western Balkans				
7	Bosnia and Herzegovina	22	14	71	14
8	Croatia	8	9	66	26
9	Montenegro	10	46	31	23
10	Serbia	5	0	54	46
11	The FYR of Macedonia	19	9	69	23
	European Union				
12	Austria	19	41	43	16
13	Bulgaria	5	0	42	58
14	Cyprus	2	0	100	0
15	Denmark	21	13	39	48
16	Finland	11	19	63	19
17	Germany	3	3	82	48
18	Hungary	6	21	47	32
19	Italy	15	0	27	73
20	Latvia	11	74	17	9
21	Lithuania	14	63	33	4
22	Malta	7	90	10	0
23	Netherlands	9	10	32	58
24	Poland	16	5	53	41
25	Portugal	4	0	93	7
26	Slovak Republic	8	16	33	51
27	Slovenia	4	0	100	0
28	Spain	23	2	40	58
29	Sweden	8	8	53	39
	Other UNECE countries				
30	Canada	12	18	42	49
31	Iceland	10	11	56	33
32	Israel	18	5	49	46
33	Norway	9	7	67	26
34	Switzerland	18	2	62	35
	Other non UNECE member countries				
35	Brazil	2	57	31	12
36	Mexico	1	9	41	50
37	New Zealand	19	23	34	43
38	Republic of Korea	2	0	71	29

Questions: B3– B5: What type of contract does NSO offer to new staff members, and how many years they have to work before the permanent contract

	Countries	Type of contract offered by NSO			Number of years worked before permanent contract
		Permanent	Fixed/short-term	Permanent and short-term	
	CIS - 11				
1	Armenia			yes	0.5
2	Belarus		yes		10
3	Kyrgyzstan		yes		-
4	Moldova	yes	yes	yes	0.5
5	Tajikistan			yes	0.25
6	Ukraine			yes	2.5
	Western Balkans				
7	Bosnia and Herzegovina			yes	1
8	Croatia	yes	yes		1
9	Montenegro			yes	1.5
10	Serbia			yes	0.5
11	The FYR of Macedonia			yes	1
	European Union				
12	Austria			yes	0.5
13	Bulgaria	yes			0
14	Cyprus			yes	2
15	Denmark	yes			0
16	Finland	yes			0
17	Germany			yes	2
18	Hungary			yes	0.5
19	Italy			yes	3
20	Latvia			yes	0
21	Lithuania			yes	0.25
22	Malta		yes		-
23	Netherlands	yes		yes	2
24	Poland		yes		1
25	Portugal	yes			0
26	Slovak Republic			yes	-
27	Slovenia		yes		1
28	Spain			yes	-
29	Sweden			yes	0.5
	Other UNECE countries				
30	Canada			yes	-
31	Iceland			yes	0.5
32	Israel			yes	6.5
33	Norway			yes	1
34	Switzerland			yes	0.25
	Other non UNECE member countries				
35	Brazil			yes	0
36	Mexico			yes	1
37	New Zealand			yes	0
38	Republic of Korea	yes			0.5

Question: C1: Staff members that left NSO in 2008, by age groups

	Countries	Total number of staff	% of staff who left NSO in 2008	By age group (in %)	
				under 25 years	between 25 and 35 years
	CIS - 11				
1	Armenia	181	4	36	6
2	Belarus	402	10	8	27
3	Kyrgyzstan	127	26	0	29
4	Moldova	209	12	28	24
5	Tajikistan	92	23	67	10
6	Ukraine	499	9	6	9
	Western Balkans				
7	Bosnia and Herzegovina	63	5	50	10
8	Croatia	431	6	0	16
9	Montenegro	134	-	-	-
10	Serbia	525	3	0	6
11	The FYR of Macedonia	181	6	18	12
	European Union				
12	Austria	838	9	-	16
13	Bulgaria	350	18	33	29
14	Cyprus	131	5	0	10
15	Denmark	559	17	67	27
16	Finland	846	12	-	28
17	Germany	2585	6	27	7
18	Hungary	1287	8	0	9
19	Italy	1911	6	0	4
20	Latvia	443	6	4	13
21	Lithuania	352	10	-	-
22	Malta	141	6	14	7
23	Netherlands	2591	6	87	13
24	Poland	791	15	11	21
25	Portugal	708	2	-	3
26	Slovak Republic	995	7	8	9
27	Slovenia	382	7	-	16
28	Spain	7095	35	88	57
29	Sweden	1228	10	33	11
	Other UNECE countries				
30	Canada	5729	14	54	13
31	Iceland	93	9	40	4
32	Israel	844	11	40	21
33	Norway	1014	6	17	12
34	Switzerland	481	10	0	14
	Other non UNECE member countries				
35	Brazil	2559	0.3	9	1
36	Mexico	14427	1	6	5
37	New Zealand	824	21	32	29
38	Republic of Korea	2372	1	0	0

Question: C2: Number of years worked in the NSO before departure in 2008, for staff members under the age of 35 years

	Countries	Percentage of staff leaving by number of years worked				
		less than 1 year	1-2 years	3-4 years	5-6 years	more than 7 years
	CIS - 11					
1	Armenia	0	42	42	0	17
2	Belarus	0	33	17	25	25
3	Kyrgyzstan	0	50	25	17	8
4	Moldova	0	68	5	16	11
5	Tajikistan	0	76	0	14	10
6	Ukraine	0	50	6	6	38
	Western Balkans					
7	Bosnia and Herzegovina	33	67	0	0	0
8	Croatia	25	50	25	0	0
9	Montenegro	-	-	-	-	-
10	Serbia	14	14	43	29	0
11	The FYR of Macedonia	71	0	29	0	0
	European Union					
12	Austria	80	2.0	10.0	4	4.0
13	Bulgaria	0	13	27	33	27
14	Cyprus	20	40	40	0	0
15	Denmark	28	42	14	2	14
16	Finland	-	-	-	-	-
17	Germany	9	32	47	9	4
18	Hungary	15	23	15	19	27
19	Italy	17	83	0	0	0
20	Latvia	21	71	7	0	0
21	Lithuania	-	-	-	-	-
22	Malta	25	13	13	0	50
23	Netherlands	35	47	5	5	7
24	Poland	5	36	25	11	23
25	Portugal	0	12	0	0	88
26	Slovak Republic	36	5	18	23	18
27	Slovenia	28	28	17	6	22
28	Spain	92	7	0	0	0
29	Sweden	18	35	21	21	6
	Other UNECE countries					
30	Canada	51	26	6	10	7
31	Iceland	0	67	33	0	0
32	Israel	31	33	8	6	22
33	Norway	12	46	19	19	4
34	Switzerland	27	50	9	14	0
	Other non UNECE member countries					
35	Brazil	29	14	43	14	0
36	Mexico	4	24	29	15	28
37	New Zealand	30	52	12	2	4
38	Republic of Korea	-	-	-	-	-

Question: C3: Percentage of staff members under the age of 35 years, who left NSO in 2008

Countries		Percentage of staff under the age of 35 years, who left NSO in 2008 because of:		
		Voluntary cancellation of contract	Expiration of contract	Redundancy
CIS - 11				
1	Armenia	71	29	0
2	Belarus	83	17	0
3	Kyrgyzstan	100	0	0
4	Moldova	100	0	0
5	Tajikistan	100	0	0
6	Ukraine	100	0	0
Western Balkans				
7	Bosnia and Herzegovina	50	0	50
8	Croatia	100	0	0
9	Montenegro	-	-	-
10	Serbia	100	0	0
11	The FYR of Macedonia	29	71	0
European Union				
12	Austria	20	80	0
13	Bulgaria	43	0	57
14	Cyprus	100	0	0
15	Denmark	96	4	0
16	Finland	17	83	0
17	Germany	70	28	2
18	Hungary	24	44	32
19	Italy	100	0	0
20	Latvia	89	4	7
21	Lithuania	86	14	0
22	Malta	75	0	25
23	Netherlands	86	14	0
24	Poland	93	7	0
25	Portugal	100	0	0
26	Slovak Republic	95	0	5
27	Slovenia	89	11	0
28	Spain	12	88	0
29	Sweden	88	12	0
Other UNECE countries				
30	Canada	36	64	0
31	Iceland	67	33	0
32	Israel	55	26	19
33	Norway	100	0	0
34	Switzerland	-	-	-
Other non UNECE member countries				
35	Brazil	50	33	17
36	Mexico	95	5	0
37	New Zealand	87	13	0
38	Republic of Korea	100	0	0

Question: C4: How reasons for leaving were identified?

Countries		How do you identify reasons for leaving?		
		Exit interview	Staff satisfaction survey	No investigation
	CIS - 11			
1	Armenia	yes		
2	Belarus	yes		
3	Kyrgyzstan			
4	Moldova	yes		
5	Tajikistan	yes		
6	Ukraine	yes		
	Western Balkans			
7	Bosnia and Herzegovina	yes		
8	Croatia			yes
9	Montenegro			yes
10	Serbia	yes		
11	The FYR of Macedonia			yes
	European Union			
12	Austria	yes		
13	Bulgaria	yes		
14	Cyprus			
15	Denmark	yes		
16	Finland	yes	yes	
17	Germany			yes
18	Hungary			yes
19	Italy			yes
20	Latvia	yes	yes	
21	Lithuania	yes	yes	
22	Malta		yes	
23	Netherlands	yes		
24	Poland			yes
25	Portugal	yes		
26	Slovak Republic	yes		
27	Slovenia	yes		
28	Spain			yes
29	Sweden			
	Other UNECE countries			
30	Canada	yes	yes	
31	Iceland	yes		
32	Israel	yes	yes	
33	Norway			
34	Switzerland	yes	yes	
	Other non UNECE member countries			
35	Brazil			yes
36	Mexico			yes
37	New Zealand	yes	yes	
38	Republic of Korea	yes		

Question: C5: What are the main reasons for leaving?

Countries		Main reasons of leaving NSO voluntarily:					
		Inadequate level of payment	No adequate HR development	No career start programs	No specific job profiles	Low job security	No contract extension
	CIS - 11						
1	Armenia	yes					
2	Belarus	yes				yes	
3	Kyrgyzstan						
4	Moldova	yes					
5	Tajikistan	yes					
6	Ukraine	yes					
	Western Balkans						
7	Bosnia and Herzegovina	yes					
8	Croatia	yes					
9	Montenegro	yes					
10	Serbia	yes					
11	The FYR of Macedonia						yes
	European Union						
12	Austria						
13	Bulgaria	yes					
14	Cyprus						
15	Denmark						
16	Finland	yes		yes			yes
17	Germany						yes
18	Hungary	yes		yes			
19	Italy				yes		yes
20	Latvia	yes					
21	Lithuania	yes					
22	Malta	yes					
23	Netherlands		yes				
24	Poland	yes					
25	Portugal	yes					
26	Slovak Republic	yes					
27	Slovenia	yes					yes
28	Spain	yes					
29	Sweden	yes					
	Other UNECE countries						
30	Canada						
31	Iceland	yes					yes
32	Israel	yes					
33	Norway						
34	Switzerland	yes		yes			
	Other non UNECE member countries						
35	Brazil						
36	Mexico						
37	New Zealand	yes	yes				yes
38	Republic of Korea						

Question: D1: Is turnover of the young staff members a problem in the NSO?

Countries		Is turnover of young staff members a problem in your NSO?
CIS - 11		
1	Armenia	No
2	Belarus	No
3	Kyrgyzstan	No
4	Moldova	Yes
5	Tajikistan	Yes
6	Ukraine	No
Western Balkans		
7	Bosnia and Herzegovina	No
8	Croatia	Yes
9	Montenegro	Yes
10	Serbia	No
11	The FYR of Macedonia	No
European Union		
12	Austria	No
13	Bulgaria	Yes
14	Cyprus	Yes
15	Denmark	No
16	Finland	Yes
17	Germany	Yes
18	Hungary	No
19	Italy	Yes
20	Latvia	No
21	Lithuania	Yes
22	Malta	Yes
23	Netherlands	Yes
24	Poland	Yes
25	Portugal	Yes
26	Slovak Republic	Yes
27	Slovenia	No
28	Spain	No
29	Sweden	Yes
Other UNECE countries		
30	Canada	No
31	Iceland	No
32	Israel	No
33	Norway	Yes
34	Switzerland	No
Other non UNECE member countries		
35	Brazil	No
36	Mexico	No
37	New Zealand	Yes
38	Republic of Korea	No

Question: D2: Proposed and conducted initiatives in the NSO to reduce staff turnover

Countries		Initiatives to improve staff turnover:									
		Improved level of payment	Improved HR development	Efficient recruitment	Career start program	Staff management interviews	Training for newcomers	Mentoring programme	Job profiles	Better job security	Contract extension
CIS - 11											
1	Armenia	yes	yes	yes		yes	yes		yes	yes	yes
2	Belarus	proposed		proposed	yes					proposed	yes
3	Kyrgyzstan		yes	yes	yes		yes	yes			
4	Moldova	yes	yes	yes	yes	yes	yes	yes	yes		
5	Tajikistan	proposed					yes		yes		
6	Ukraine						yes		yes	yes	yes
Western Balkans											
7	Bosnia and Herzegovina				proposed		yes	proposed			yes
8	Croatia		proposed	yes	proposed	proposed	yes	yes	yes	yes	yes
9	Montenegro			yes	yes		yes	yes			yes
10	Serbia	proposed			proposed	yes		yes			yes
11	The FYR of Macedonia	proposed					yes	yes			
European Union											
12	Austria	yes			yes	yes	yes		yes		
13	Bulgaria	proposed		yes	proposed	yes	yes	proposed	yes	yes	
14	Cyprus			yes	yes		yes				
15	Denmark			yes	yes	yes	yes				
16	Finland	yes	yes	yes	yes		yes		proposed	yes	yes
17	Germany		yes	yes	yes	proposed	yes	yes	yes		yes
18	Hungary			yes	proposed		yes	proposed			
19	Italy			proposed	proposed				proposed	yes	yes
20	Latvia	proposed	proposed			yes	yes		yes		
21	Lithuania	yes			proposed		yes		yes	yes	
22	Malta		proposed	yes			yes	proposed			
23	Netherlands			yes	yes		yes	yes	yes		
24	Poland	proposed		yes							
25	Portugal	proposed			yes		yes				
26	Slovak Republic	proposed	yes	yes	yes	yes	yes	proposed	yes	yes	yes
27	Slovenia										
28	Spain										
29	Sweden	yes	yes	yes	yes	yes	yes	yes		yes	yes
Other UNECE countries											
30	Canada		yes	yes	yes	yes	yes	yes	yes	yes	
31	Iceland			yes		yes			yes		
32	Israel	proposed									
33	Norway			yes	yes	yes	yes	proposed			
34	Switzerland			yes		yes	yes				
Other non UNECE member countries											
35	Brazil	yes		yes	yes		proposed	proposed			
36	Mexico		yes	yes	yes	proposed			yes	yes	
37	New Zealand		proposed				yes	yes			
38	Republic of Korea		yes	proposed	yes	yes	yes	proposed		yes	

Question: D3: Did your initiatives reduce turnover of the young staff members?

Countries		Did your initiatives reduce staff turnover?
	CIS - 11	
1	Armenia	No
2	Belarus	Yes
3	Kyrgyzstan	Yes
4	Moldova	Yes
5	Tajikistan	Yes
6	Ukraine	Yes
	Western Balkans	
7	Bosnia and Herzegovina	Other
8	Croatia	No
9	Montenegro	Yes
10	Serbia	
11	The FYR of Macedonia	N/A
	European Union	
12	Austria	Yes
13	Bulgaria	Yes
14	Cyprus	
15	Denmark	Don't know
16	Finland	Yes
17	Germany	
18	Hungary	Don't know
19	Italy	Yes
20	Latvia	Yes
21	Lithuania	No
22	Malta	Yes
23	Netherlands	Don't know
24	Poland	No
25	Portugal	Yes
26	Slovak Republic	Yes
27	Slovenia	No
28	Spain	
29	Sweden	Other
	Other UNECE countries	
30	Canada	N/A
31	Iceland	Yes
32	Israel	Don't know
33	Norway	
34	Switzerland	No
	Other non UNECE member countries	
35	Brazil	Evaluating
36	Mexico	Yes
37	New Zealand	Other
38	Republic of Korea	Yes

Questions: D4: Are measures to attract young persons maintained or planned in the NSO?

Countries		Measures to attract young persons for jobs at NSO (advertisements, job fairs, etc.)?		
		Realized	Planned	No measures
CIS - 11				
1	Armenia		yes	
2	Belarus	yes		
3	Kyrgyzstan	yes		
4	Moldova	yes		
5	Tajikistan	yes		
6	Ukraine			yes
Western Balkans				
7	Bosnia and Herzegovina		yes	
8	Croatia	yes		
9	Montenegro	yes		
10	Serbia		yes	
11	The FYR of Macedonia	yes		
European Union				
12	Austria			yes
13	Bulgaria	yes		
14	Cyprus			yes
15	Denmark		yes	
16	Finland	yes		
17	Germany	yes		
18	Hungary		yes	
19	Italy			yes
20	Latvia			yes
21	Lithuania	yes		
22	Malta		yes	
23	Netherlands	yes		
24	Poland			yes
25	Portugal		yes	
26	Slovak Republic		yes	
27	Slovenia			yes
28	Spain			
29	Sweden	yes		
Other UNECE countries				
30	Canada	yes	yes	
31	Iceland			yes
32	Israel	yes		
33	Norway	yes		
34	Switzerland	yes		
Other non UNECE member countries				
35	Brazil			yes
36	Mexico	yes		
37	New Zealand	yes		
38	Republic of Korea	yes		

Annex II – Survey questionnaire

Questionnaire on Staff Turnover

This survey aims to investigate the reasons for the turnover of young staff members with an academic degree (under 35 years old) in National Statistical Offices (NSO) in 2008. The purpose is to collect experiences on this area of Human Resources Management to be shared with colleagues from the other NSOs and feed into discussion on HRMT workshop in 2010.

Country: _____

NSO name: _____

Contact person: _____

E-mail address: _____

A. Key Data

1. How many persons¹ were employed at your NSO in 2008?

Total _____ Persons

Women _____ Persons

Men _____ Persons

2. How many persons at your NSO in 2008 were

under 25 years old? _____ Persons

between 25 and 35 years old? _____ Persons

¹Including all persons employed in the central statistical office, whether on short- or fixed-term or permanent contracts. Interviewers and staff in regional offices is not included.

B. Staff Recruitment and Retention

1. How many persons started working at your NSO in 2008?

Total _____ Persons

Women _____ Persons

Men _____ Persons

2. How many persons started working at your NSO in 2008 at the age of

under 25 years old _____ Persons

between 25 and 35 years old _____ Persons

over 35 years old _____ Persons

3. What kind of contracts does your NSO offer new staff members?

Permanent contract

Fixed-/Short-term contract

Permanent as well as short-term contracts

4. Do you extend fixed-term contracts?

Yes

No

5. How long is the average staff membership at your NSO until the staff member signs a permanent contract?

_____ years

C. Staff Turnover Data

1. How many staff members left your NSO in 2008?

Total _____ Persons
 under 25 years old _____ Persons
 between 25 and 35 years old _____ Persons

2. How long have young staff members (under 35 years old) been working for your NSO until they left in 2008?

(Tick all boxes that apply.)

less than 1 year _____ Persons
 1-2 years _____ Persons
 3-4 years _____ Persons
 5-6 years _____ Persons
 over 7 years _____ Persons

3. How many young staff members (under 35 years old) left your NSO in 2008 because of

Voluntary cancellation of contract _____ Persons
 Expiration of contract _____ Persons
 Redundancy (e.g. reduction of staff/
 dismissal by employer) _____ Persons

4. How do you identify reasons for young staff members (under 35 years old) leaving your NSO voluntarily?

Exit interviews
 Staff satisfaction surveys
 No investigation
 Other _____

5. What are the main reasons for young staff members (under 35 years old) for leaving your NSO voluntarily? (Tick all boxes that apply.)

Inadequate level of payment
 No adequate Human Resource development
 - Inefficient recruitment
 - No career start programme
 - No staff management interviews
 - No training especially for newcomers
 - No mentoring programme
 Non-specific job profiles
 Low job security
 No contract extension
 Other _____

D. Managing Staff Turnover

1. Is staff turnover of young staff members (under 35 years old) a problem at your NSO?

Yes
 No

2. What are the initiatives of your NSO to improve the situation of staff turnover or which measures would you propose to be conducted?

(Tick all boxes that apply.)

	Applied	Proposed
Improved level of payment	<input type="checkbox"/>	<input type="checkbox"/>
Improved Human Resource development	<input type="checkbox"/>	<input type="checkbox"/>
- Efficient recruitment	<input type="checkbox"/>	<input type="checkbox"/>
- Career start programme	<input type="checkbox"/>	<input type="checkbox"/>
- Staff management interviews	<input type="checkbox"/>	<input type="checkbox"/>
- Training especially for newcomers	<input type="checkbox"/>	<input type="checkbox"/>
- Mentoring programme	<input type="checkbox"/>	<input type="checkbox"/>
- Job profiles	<input type="checkbox"/>	<input type="checkbox"/>
Better job security	<input type="checkbox"/>	<input type="checkbox"/>
Contract extension	<input type="checkbox"/>	<input type="checkbox"/>
Other _____		

3. Did your initiatives reduce staff turnover of young staff members?

Yes
 No
 Other _____

4. Do you maintain or do you plan certain measures to attract young persons (under 35 years old) for jobs at your NSO? (advertisement, job fair etc.)

Yes, already realised
 Please indicate measures _____
 Yes, planned
 Please indicate measures _____
 No

5. Can you think of other questions of importance for the evaluation of staff turnover?