

Change Management following an Acquisition by a Multi-national Corporation

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By

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DECLARATION

This study represents original work by the author, and has not been submitted in any form to another university.

DEDICATION

To my wife, Shanthy, and daughters, Nereen and Kerina.

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I would like to thank the management of the company under study for their permission in allowing me to conduct the study, and for their co-operation in allowing me access to records without which the study would not have been possible.

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ABSTRACT

This study examines the efficacy of change management following an acquisition by a multinational corporation. Staff turnover records are examined to determine whether there are significant changes in staff turnover before and after critical events in the change process. Staff exit questionnaires are examined to determine employees' reasons for leaving. The key change agents are interviewed to obtain their perspectives on the change process. Our conclusion is that the change has been generally well-managed, although more attention could have been paid to the individual groups that make up the staff, and that communication could have been improved. Our recommendation is that a follow-up study be conducted to gauge employee attitudes following the relocation.

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1 Chapter 1 Background and Problem Statement

1.1 Background to the problem

1.1.1 History

The Company under study has been in the defence industry for over 20 years serving mainly the South African Navy in a niche market as a result of economic sanctions. After the 1994 elections, the Company found that it had to compete with international suppliers as its primary client suddenly had access to the global market.

Decreasing defence budgets meant that the defence industry suffered in South Africa as well as globally. This led to a number of years of poor financial performance.

The South African Holding Company owned two defence operations, one in Kwa-Zulu Natal (KZN) specializing in the Naval business, and one in Gauteng specializing in the Army and Airforce business.

The South African Holding Company decided to look for an international joint-venture partner in order to give the Company credibility overseas, open up new markets, and tap into the expertise of the international partner.

1.1.2 Joint Venture and Acquisition

As a result a Joint Venture (JV) Company was formed by the SA Holding company and a European defence multinational corporation (MNC), in 1998.

In 1999 the South African Holding Company sold part of its stake in the JV company to an Empowerment Company and part to the European partner.

The Company is now jointly owned by the Empowerment company and the European MNC with the MNC having a large majority shareholding.

In the first two years following the JV the posts of Chief Executive Officer (CEO), Chief Operating Officer (COO) and Chief Financial Officer (CFO) were occupied by European Nationals, whilst important "General Manager" portfolios reporting to the CEO were divided between managers on the Gauteng and KZN sites. This constituted the Executive Committee, which reported to the Board of Directors comprising local and European Directors.

1.1.3 The Beginning of Change

It is surmised that one of the primary reasons that the MNC acquired the South African Company, in spite of the poor financial performance in past years, was due to a large order that was imminent from the South African Navy. After the acquisition one of the MNC's goals was to turn around a loss-making company into a profitable one within three years. In spite of this dismal losses were made in the first year following the JV.

In the second year after the JV it was decided to consolidate operations on the two sites, with common Top Management, due to financial and operational considerations. Retrenchments followed on both sites as a result of the process of consolidation and rationalization. Furthermore, the diverse management and business systems employed on both sites made interaction between the sites difficult.

In order to resolve this problem a common set of business processes (often referred to as Business Process Re-engineering in the literature) was designed for both sites, including a new Quality System and a new Management Information System (MIS).

1.1.4 Co-location of Sites

In 2000 the Executive Committee began to discuss the idea of “co-locating” both the Gauteng and KZN operation under one operational site. A survey was conducted by the HR Division to gauge employee attitudes to relocation should such a co-location of sites be pursued.

1.1.5 Survey on Employee Attitudes to Re-location

The survey on employee attitudes to relocation was conducted on all the company’s sites, viz. Gauteng, KZN and Cape Town. The survey consisted of three questions - employees were asked whether they were prepared to relocate to Gauteng, KZN and Cape Town.

The results of the survey for the KZN site were as follows:

- 170 responses were received out of a staff population of approximately 200 employees, i.e. a response of 85%.
- Approximately 45 % of the respondents indicated that they would not relocate to Gauteng or to Cape Town, whilst approximately 53% indicated that they were willing to relocate to either Gauteng or Cape Town.
- Approximately 36% of the respondents indicated that their willingness to relocate was dependent upon certain conditions being satisfied.
- These conditions related to remuneration, housing, schooling and personal.

Data was not available for the other sites.

1.1.6 Results of the Study on Co-location

In early 2001 the Board of Directors approved the co-location under one site based in Gauteng. A study was next conducted by a newly appointed Project Manager to determine the feasibility of the co-location. The following groups of employees were identified as a result of the co-location study:

- Group A = 10, consisting of staff who did not wish to relocate, but whose services had been secured until November 2002 for operational reasons.
- Group B = 40, consisting of staff who would become redundant on November 2001.
- Group C = 71, consisting of staff who would be relocated to Gauteng.
- Group D = 31, consisting of staff who did not wish to relocate, but whose services had been secured until November 2001 for operational reasons.
- Group E = 13, consisting of staff who would be transferred to another company, as a result of outsourcing part of the operation.
- Group F = 21, consisting of staff who would be relocated to Cape Town for operational reasons.
- Group G = 14, reason given as "outside the process"

A period of consultations followed with each of the employees on the KZN site with discussions held on how each employee would be affected. In order to avoid disruption of the operation various incentive packages were offered to key staff to either relocate or remain with the company until 2001/2002 as applicable from the above data.

1.2 Problem statement and objectives

This study examines the efficacy of the change management process, by examining staff turnover records, exit questionnaires conducted on employees “discharged” for whatever reason, and interviews conducted with key “change agents” from the Company’s management.

It was initially decided to examine the incidence of staff turnover on both sites (KZN and Gauteng) with reference to the critical events below. However, staff turnover data from the Gauteng site was unavailable despite all efforts to obtain them. It was then decided that the study be concentrated on the KZN site (which, in any event was more affected by the relocation decision).

The incidence of staff turnover was examined on the KZN site before and after the following critical events :

- Joint Venture
- Acquisition
- Relocation Survey
- Relocation Decision

In addition, the relationship between staff turnover and biographical data such as gender, race, Peromnes grade, age and years of service was examined.

Conclusions are drawn and recommendations made on how well the relocation process was managed, and whether it could have been better managed.

2 Chapter 2 Literature Review

2.1 Strategic Change

A distinction needs to be made between organizational change which happens in every organization and is inevitable, and strategic change, which can be managed. Strategic change is the proactive management of change in organizations to achieve clearly identified strategic objectives. Thus strategic change involves the implementation of new strategies that involve substantive and significant changes beyond the normal routines of the organization.

Strategic change is often accompanied by risk and uncertainty. Although risk assessment and abatement can be undertaken at the corporate level, uncertainty cannot be assessed in the same way at the personal level in an organization. Uncertainty often leads to resistance to change, one of the most common problems associated with strategic change in an organization.

Furthermore, strategic change has an implementation cost for the organization which must be offset against the direct benefits obtained from the new strategies. (Lynch,1997).

2.2 Causes of Strategic Change

Tichy (1983) identified four main triggers for change:

- Environment. This can be caused by shifts in the economy, competitive pressures and legislative changes.
- Business relationships. New alliances, acquisitions, mergers and partnerships may require substantial changes in the organizational structure to take advantage of new synergies, value chain linkages and core competencies.

- Technology. Major changes in the technological environment of the company must lead to changes in the company's work processes, and may threaten the survival of the company.
- People. New entrants to the organization, particularly at the senior management level, inevitably lead to new ideas and subsequent change being brought to the organization.

2.3 Prescriptive and Emergent Approaches to Managing Strategic Change

Lynch (1997) has identified several prescriptive and emergent approaches to managing strategic change. One example of a prescriptive approach and another of an emergent approach are presented below. Neither approach is superior to the other; instead the approach that is applicable to a particular organization at a particular point in time is largely context sensitive.

2.3.1 The Three-stage Prescriptive Approach

Research into change management by Kanter (1992) and her colleagues identified three major forms taken by the change process. These forms were linked with three categories of people in the change process, to produce a three stage process for managing change. The three forms identified were:

- The changing identity of the organization as it responds to its environment.
- Co-ordination and transition issues as an organization moves through its life-cycle.
- Controlling the political aspects of an organization. These are concerned, amongst others, with the various power struggles and personality clashes within an organization.

The three main categories of people were identified as:

- Change strategists. These are the people responsible for leading strategic change in an organization.

- Change implementors. These are the people who have the direct responsibility for implementing change management programmes and processes.
- Change recipients. These are the employees who receive the change with varying degrees of anxiety, depending on how the change personally affects them and how it is presented.

2.3.2 An Emergent Approach – Learning Theory

According to Senge (1990) the learning organization does not suddenly adopt change but is perpetually seeking it. The process of learning is seen as continuous, as one area is learnt, new avenues of experimentation and communication open up. In addition learning theory emphasizes the following areas:

- team learning
- the sharing of views and vision for the future
- the exploration of ingrained company habits and generalizations that may no longer be valid.
- people skills as the most important asset of the organization, and
- systems thinking. (Lynch,1997)

Criticisms of prescriptive models of change are that it relies on the imposition of change on employees, and that where employee co-operation is required, e.g. with a highly skilled work force, it may be inappropriate.

The main criticism of emergent approaches is that it is very generalised in nature and offers no clear path for managers to follow. Its main strength is its emphasis on the human resource aspect of change.

2.4 What is Change Management?

The term change management is currently used to encompass theory and intervention strategies associated with organizational development, human resource management, project management, and strategic change. Change management is

based upon two concepts: that human performance is at the core of business performance, and that it is possible to optimize an organization's revenue and profit delivery. Change management is clearly broader than organizational development, as it includes a wide range of intervention strategies that may enhance human performance such as process consultation, work restructuring, strategic Human Resource Management planning, and Information Technology based solutions. (Worren et al 1999).

2.5 The Role of the Interventionist

In the classical view, an organizational development practitioner is seen as a human process consultant or facilitator. In contrast, change management consultants work in teams, which consist of people with complementary skills in such areas as strategy formulation, Information Technology or business process analysis, and organizational design and development. These teams usually consist of consultants and client managers. Change management thus blends human process consultation with technical interventions aimed at changing systems and structure. (Worren et al 1999)

Ettore (1999) states that managers cannot simply delegate the work of managing change to others. They need to become instruments of change themselves, inspiring their staff and becoming deeply involved in the effort, in other words they need to become change experts.

2.6 Intervention Strategies

In classic organizational development the view is that one must first change one's attitudes and ideas before one can change the structure of one's organization. In contrast, change management professionals emphasize that both changes in structure/systems and human process are necessary to effect attitude and behaviour change. Dougherty (1992) has carried out several case studies in manufacturing firms and found that implementation of new technologies is more successful when

accompanied by changes in structure, policies and culture at the same time. (Worren et al, 1999)

2.7 Integration and Navigation

Worren et al (1999) considers integration and navigation to be two key challenges facing an organization during large scale change. The former refers to the collaboration between the people possessing skills in the strategic, social and technical areas of the organization, as change management programmes are rarely successful if they are directed at one component in isolation from the others. The latter refers to the ongoing management over time of the change programme. In order to successfully manage the change programme one needs to strike the right balance between top-down direction on the one hand, and participation, empowerment and flexibility on the other. (Worren et al, 1999)

2.8 Incremental versus Radical Change

Authors such as Hage (1980), Kelada (1994) and Zairi and Sinclair (1994) view organizational improvement activities as points on a continuum, ranging from incremental improvement to radical innovation. Davenport (1993a), Seddon (1995) and Hill and Wilkinson (1995) all agree that , due to its focus on existing processes, Total Quality Management (TQM), as a means of implementing change, will rarely lead to radical innovation. (Hill et al 1999)

Many writers such as Wilkinson and Witcher (1993) have argued that TQM tends to be introduced within existing structures and not as a vehicle to transform them. Although it is acknowledged that as approaches to change management TQM and Business Process Re-engineering (BPR) are different conceptually, both are perceived as means of supplying improvement and, as such, may be used in an integrated manner. (Hill et al 1999)

Many writers believe that companies that regard themselves as in crisis have no option but to re-engineer. Ryan (1994), for example, states that crisis is the necessary trigger to push companies into such radical change. Talwar (1993) takes the opposite view, arguing that high-performing companies are more likely to undertake BPR. Bashein et al (1994) also consider that re-engineering in a crisis may be inappropriate, as crisis can promote fear and even panic, neither of which is conducive to focused BPR.

One of the BPR debates initiated largely by both Hammer (1990) and Champy (1993), and developed by authors such as Klein (1994), concerns the use of an intuitive approach, versus a methodological approach to change and re-engineering (also referred to by Lynch (1997) as the prescriptive and emergent approach). Customization and the use of a flexible system can permit an element of innovative thinking, which Hammer and Champy fear can be stifled by the use of a methodology.

2.9 Clean versus Dirty Slate Approaches

Another theoretical debate concerns the implementation of BPR and the relative merits of the 'clean slate' versus 'dirty slate' approaches. In theory, the clean slate approach allows a new process to be modelled without contamination from the status quo. Thus it facilitates inductive or discontinuous thinking (Davenport & Stoddard, 1994, Hall et al, 1993). The 'dirty slate' approach, as highlighted by Davenport and Stoddard (1994) is rather more pragmatic. They state that "designs could take into account the opportunities for enabling the new process as well as the constraints that disable it" (Davenport and Stoddard 1994, p123). For example, Davenport (1993a,b) notes that if an organization chooses not to change many of its existing systems, the possibilities for process innovation may be restricted. On the other hand, Davenport and Stoddard (1994) acknowledge that the 'dirty slate' approach, although more difficult in design, is also more realistic, financially viable and easier to implement.

2.10 Obstacles to Change Management

According to a study of more than 100 companies from 20 different countries by ProSci, Loveland, Colo. a business research and publishing firm the following factors were discovered to be the biggest change management obstacles.

Factor	Percentage
Management behaviours not supportive of change	33%
Inadequate resources or budget	14%
All other obstacles	14%
Employee resistance to change	39%

Clearly the greatest obstacles to change management are employee resistance to change followed closely by management behaviours not supportive of change. Beynon (1992, p24) states that "people do not instinctively resist ideas, rather they resist change. Furthermore, companies that introduce any initiative with significant implications for corporate culture are well advised to recognize the existence of change as a separate force on the psyche of the work force. To ignore the impact of people's reaction to change is to build a mistake into the process, thus breaking one of the basic principles of modern thinking about quality and (as a result) dramatically reducing the chances that an initiative will succeed".

Beynon (1992) discusses the characteristics of change and the response mechanisms of the individual to change. Six characteristics are identified and typical responses presented. These are listed below:

- Change is a fact of life. Although this may seem obvious, resistance to change is far more common than acceptance of change.
- Change is a matter of individual perception. This is crucial to effective change management as it implies that different individuals will react differently to change, and a range of possible reactions must be anticipated.
- Change is necessary for growth. In a business world in which growth is essential for survival, change is a prerequisite for growth.

- Change is not necessarily good. There is a continuum between no change and constant, total change. One needs to adopt a position between these two extremes.
- Change is always connected to the past. Even the most radical innovation has roots, no matter how deep or well hidden.
- Change is always both an internal and external condition. Interaction and reaction between the world and an individual are constantly occurring.

2.11 Positive and Negative Pre-conditions for change

Bashein et al (1994) conducted a survey amongst 60 BPR consultants from 20 firms to determine which factors aid change, and which factors work against change in the organization. Their findings are that there are certain positive pre-conditions in organizations that aid change, whilst, on the other hand, certain negative pre-conditions work against change.

The positive pre-conditions that aid change were:

- Senior management commitment and sponsorship
- Realistic expectations
- Empowered and collaborative workers
- Strategic context of growth and expansion
- Shared vision
- Sound management processes
- appropriate people participating full time
- Sufficient budget

The negative pre-conditions that cause failure of change are:

- The wrong sponsor
- A "Do it to me" attitude
- Cost-cutting focus
- Narrow technical focus
- Consensus management
- Unsound financial conditions

- Too many improvement projects under way
- Fear and lack of optimism

The conclusions drawn by the study are that among the biggest obstacles that re-engineering projects face are:

- lack of sustained management commitment and leadership
- unrealistic scope and expectations
- resistance to change

2.12 Value-centred Leadership

Don Makie was a key change agent within Masland Industries in the late 1980's. Over an eight year period he and other senior leaders transformed Masland from a traditional manufacturer struggling to meet increasing competition and control escalating costs into the world's highest quality, lowest cost producer of automobile interiors.

Makie used the concept of "value-centred" leadership as a key principle for bringing about successful change at Masland. Makie singles out two core values; trust and non-judgmental behaviour as principles that need to be lived at every level of the organization. He identifies two points to bear in mind as one adopts this leadership approach.

He suggests that a leader's day to day interactions with managers and other employees set the pattern for employees' treatment of each other, customers and suppliers. These daily behaviours determine the actions that create the company's performance and results. In other words the leader must "Let your actions do the talking" (Behr 1998, p51)

He also states that one should focus on work processes instead of results, as results focus the employees attention on past rather than future performance.

He offers this guidance to the practice of value-centred leadership:

- ❑ Start at the centre. Leadership must be grounded in the beliefs one uses to make decisions about people and strategy. The tougher the challenge one is facing the more one needs to trust one's values. On the other hand, one should be circumspect of one's own values as these will be what will develop in the organization.
- ❑ Turn your values into business principles. They must become the basis on which the organization operates and competes.
- ❑ Translate the values into concrete actions. Ask yourself what must be done to put these values into practice.
- ❑ Live the values in every decision you make. Your values should be apparent to everyone you encounter, every day.
- ❑ Make it clear that this is your path, not the path. Employees can make their own choices to live by these same values – or leave the organization. (Behr 1998)

2.13 Change Management and Corporate Culture

Young (1997) stresses the importance of taking organizational culture into account when implementing change management programmes. He states that organizations that are successful in implementing major change probably have an organizational culture that allows them to embrace change. Conversely, organizations that fail with one innovation will most likely fail with others simply because they do not have a culture that allows them to embrace change. He offers the following advice, which combines aspects of the prescriptive and emergent approaches discussed earlier.

- ❑ Adopt only those innovations consistent with current corporate, divisional and plant strategies. Underlying this principle is the assumption that the organization has developed clear strategies for how it plans to compete which are internalized by its employees.
- ❑ Do not attempt a change programme if an organization is simultaneously engaging in downsizing. Employees are unlikely to participate in an innovation programme if they view participation as a threat to their jobs.

- Spend as much time and resources on managing the human side of change as well as the technical side. Managing the human side of change is always more challenging than managing the technical side and management should not overemphasize the technical side of change at the expense of the human side. Change management teams should comprise a combination of technically skilled, as well as HR professionals.
- Educate and train employees at all levels of the organization regarding the purpose and benefits of the change.
- Use medium- and long-term performance measures to gauge innovation success. This should be done using both quantitative and qualitative methods. While short-term measures such as profit margins provide valuable information on how well the change process is being managed, medium-term measures of employee attitudes, behaviours and performance are equally important.
- Generate useful and understandable reports to illustrate the effects of change programs.
- Make explicit agreements regarding when and if existing information systems should be turned off once a new system is in place. There may often be a need to run two systems in parallel until a newer system is given the time to “bed down” in the organization.

3 Chapter 3 Research Design and Methodology

3.1 Research Approach

- Degree of research question crystallization: The research will be a formal study, with hypotheses formulated and tested.
- Method of data collection: Records of staff turnover will be analyzed to determine the staff turnover before and after critical events. Staff exit questionnaires will be analyzed to determine employees' reasons for leaving. Change agents will be interviewed to determine their approach to the change process.
- Researcher control of variables: The design will be an ex post facto one, i.e. the researcher will have no control over the variables in the sense of being able to manipulate them.
- Purpose of the study: The study is concerned with answering the questions, *what, where, when or how much*, hence it is a descriptive study.
- The time dimension: The study will be a longitudinal one, as it examines staff turnover at several critical events.
- The topical scope: The research will be a case study, involving one company that has undergone an acquisition.
- The research environment: This will be the actual environment concerned, i.e. it will be a field study.
- Subjects' perceptions: Since the design is ex post facto, subjects' perceptions should not be influenced by the study.

3.2 Sample Design

The population of the Company (including both sites) was approximately 350 employees during the period under study. The group is quite heterogeneous, with demarcations along racial/cultural and professional/educational lines. The company categorizes employees into the peromnes grading system based upon their job titles. The company normally administers exit questionnaires which gives an indication of the employee's reason for leaving.

For the purposes of the study of staff turnover it was proposed that the staff turnover records for the entire company be examined. However, staff turnover data from the

Gauteng site was unavailable despite all efforts to obtain them. It was then decided that the study be concentrated on the KZN site.

3.3 Measurement Techniques

Staff turnover was measured by examining Human Resource Management (HRM) records of staff resignations from January 1997 to September 2001. The following data was available from staff turnover records regarding each “discharge”:

- Date of discharge
- Surname
- First name
- Grade
- Job Title
- Sex
- Age
- Race
- Years of service
- Reason for leaving
- Site

3.4 Operational Hypotheses

It was decided to measure whether there is a statistically significant increase in staff turnover before and after the following critical events.

- Joint Venture
- Acquisition
- Relocation Survey
- Relocation Decision

It was also decided to measure whether there was a statistically significant relationship between staff turnover and variables such as gender, race, Peromnes grade, age and years of service.

Hypothesis 1: Measurement of change in staff turnover after the Joint Venture.

Ho: There is no statistically significant change in staff turnover after the JV.

H1: There is a statistically significant change in staff turnover after the JV.

Hypothesis 2: Measurement of change in staff turnover after the Acquisition.

Ho: There is no statistically significant change in staff turnover after the acquisition.

H1: There is a statistically significant change in staff turnover after the acquisition.

Hypothesis 3: Measurement of change in staff turnover after the relocation survey.

Ho: There is no statistically significant change in staff turnover after the relocation survey

H1: There is a statistically significant change in staff turnover after the relocation survey.

Hypothesis 4: Measurement of change in staff turnover after the relocation decision.

Ho: There is no statistically significant change in staff turnover after the relocation decision

H1: There is a statistically significant change in staff turnover after the relocation decision.

Hypothesis 5: Relationship between staff turnover and gender

H0: Staff turnover is not related to gender.

H1: Staff turnover is related to gender.

Hypothesis 6: Relationship between staff turnover and race

H0: Staff turnover is not related to race.

H1: Staff turnover is related to race.

Hypothesis 7: Relationship between staff turnover and peromnes grade

H0: Staff turnover is not related to peromnes grade.

H1: Staff turnover is related to peromnes grade.

Hypothesis 8: Relationship between staff turnover and age

H0: Staff turnover is not related to age.

H1: Staff turnover is related to age.

Hypothesis 9: Relationship between staff turnover and years of service

H0: Staff turnover is not related to years of service.

H1: Staff turnover is related to years of service.

4 Chapter 4 Data Analysis and Findings

4.1 Preliminary Analysis

A data file was obtained from Human Resource Management records containing information on staff discharges. This file was in Microsoft Excel format and contained the following records:

- Date of discharge
- Surname
- First name
- Grade
- Job Title
- Sex
- Age
- Race
- Years of service
- Reason for leaving
- Site

This data is in the spreadsheet entitled “STAFF TURNOVER”, shown in Appendix I. The data in the file pertains to discharges due to transfers, resignations, retrenchments and dismissals. Furthermore, the data pertains to staff on the Company’s KZN Site (designated “ADSME”), Cape Town site (designated “ADSCT”), as well as the data for a secondary operation (designated “AI”).

The first step was to eliminate the data for the Cape Town site and the secondary operation. Discharges due to transfers, retrenchments and dismissals were also eliminated, as we are interested in this study with staff turnover due resignations, and not any of the other categories. This resulted in the resignation data for the KZN site only, which is shown in the spreadsheet named “RESIGNATIONS KZN ONLY”, shown in Appendix II.

4.2 Analysis of Staff Turnover vs Critical Events

It was decided that the data in the above spreadsheet would be analyzed by the number of resignations per month from January 1997 until August 2001, in order to determine the number of resignations before and after the critical events described later. A window of six months prior to, and after each significant event was used to analyze the number of resignations. This is shown in Appendix III.

The dates for the critical events are shown below.

Table 1 Critical Events

Event	Date
Joint Venture	February 1998
Acquisition	January 1999
Relocation Survey	October 2000
Relocation Decision	February 2001

The mean of the number of resignations per month was calculated for each period under consideration as follows:

Mean = Sum of the number of resignations for the period/ number of months in period.

This data is shown below.

Table 2 Analysis of Resignations by Critical Events

Critical Event	Mean number of resignations
Prior to the joint venture	1.83
After the joint venture	2.67
Prior to the acquisition	1.50
After the acquisition	1.83
Prior to the relocation survey	1.83
After the relocation survey	1.17

Critical Event	Mean number of resignations
Prior to the relocation decision	0.83
After the relocation decision	1.33

Cursory inspection of the data reveals the following:

- i. there appears to be a significant increase in the number of resignations after the joint venture announcement (from 1.83 to 2.67 resignations per month).
- ii. there appears to be a significant increase in the number of resignations after the acquisition announcement (from 1.50 to 1.83 resignations per month).
- iii. there appears to be a significant decrease in the number of resignations after the relocation survey (from 1.83 to 1.17 resignations per month).
- iv. there appears to be a significant increase in the number of resignations after the relocation decision (from 0.83 to 1.33 resignations per month).

In order to see whether these observations are statistically significant we construct operational hypotheses and test for significance. This is the subject of the next section.

4.2.1 Analysis of staff turnover before and after the Joint Venture

Step 1: Formulate the hypotheses.

Hypothesis 1: Measurement of change in staff turnover after the Joint Venture.

Ho: There is no statistically significant change in staff turnover after the JV.

H1: There is a statistically significant change in staff turnover after the JV.

Step 2: Statistical test.

The t test is chosen because the data are at least interval and the samples are independent.

Step 3: Significance level

alpha = 0.05, two tailed test.

Step 4: Calculated value.

From appendix III,

$t(\text{calc}) = -0.53$

$df = 10$

Step 5: Critical test value.

From tables, with $\alpha = 0.05$, and $df = 10$, two-tailed test,
 $t(\text{crit}) = \pm 2.228$

Step 6: Decision

Since $t(\text{calc}) < t(\text{crit})$ accept H_0 , therefore:

There is no statistically significant change in staff turnover after the JV.

4.2.2 Analysis of staff turnover before and after the Acquisition

Step 1: Formulate the hypotheses.

Hypothesis 1: Measurement of change in staff turnover after the Acquisition.

H₀: There is no statistically significant change in staff turnover after the acquisition.

H₁: There is a statistically significant change in staff turnover after the acquisition.

Step 2: Statistical test.

The t test is chosen because the data are at least interval and the samples are independent.

Step 3: Significance level

$\alpha = 0.05$, two tailed test.

Step 4: Calculated value.

From appendix III,

$t(\text{calc}) = -0.46$

$df = 10$

Step 5: Critical test value.

From tables, with $\alpha = 0.05$, and $df = 10$, two-tailed test,

$t(\text{crit}) = \pm 2.228$

Step 6: Decision

Since $t(\text{calc}) < t(\text{crit})$ accept H_0 , therefore:

There is no statistically significant change in staff turnover after the acquisition.

4.2.3 Analysis of staff turnover before and after the Relocation Survey

Step 1: Formulate the hypotheses.

Hypothesis 1: Measurement of change in staff turnover after the Relocation Survey.

Ho: There is no statistically significant change in staff turnover after the relocation survey.

H1: There is a statistically significant change in staff turnover after the relocation.

Step 2: Statistical test.

The t test is chosen because the data are at least interval and the samples are independent.

Step 3: Significance level

alpha = 0.05, two tailed test.

Step 4: Calculated value.

From appendix III,

$t(\text{calc}) = 0.86$

$df = 10$

Step 5: Critical test value.

From tables, with alpha = 0.05, and $df = 10$, two-tailed test,

$t(\text{crit}) = \pm 2.228$

Step 6: Decision

Since $t(\text{calc}) < t(\text{crit})$ accept H_0 , therefore:

There is no statistically significant change in staff turnover after the relocation survey.

4.2.4 Analysis of staff turnover before and after the Relocation Decision

Step 1: Formulate the hypotheses.

Hypothesis 1: Measurement of change in staff turnover after the Relocation Decision.

Ho: There is no statistically significant change in staff turnover after the relocation decision.

H1: There is a statistically significant change in staff turnover after the relocation decision.

Step 2: Statistical test.

The t test is chosen because the data are at least interval and the samples are independent.

Step 3: Significance level

$\alpha = 0.05$, two tailed test.

Step 4: Calculated value.

From appendix III,

$t(\text{calc}) = -0.60$

$df = 10$

Step 5: Critical test value.

From tables, with $\alpha = 0.05$, and $df = 10$, two-tailed test,

$t(\text{crit}) = \pm 2.228$

Step 6: Decision

Since $t(\text{calc}) < t(\text{crit})$ accept H_0 , therefore:

There is no statistically significant change in staff turnover after the relocation decision.

4.3 Discussion

The results of our analysis reveal that the change in staff turnover before, and after each of the critical events, viz, the joint venture, the acquisition, the relocation survey, and the relocation decision are statistically insignificant.

We surmise that this is because the change management process has been effectively managed. We investigate this further in later sections by analyzing exit questionnaires and interviewing the key change agents.

4.4 Analysis of Staff Turnover vs Biographical Variables

We next turned to the question of whether the observed staff turnover was related to the following biographical variables:

- Gender
- Race
- Peromnes Grade

- Age
- Years of Service

The staff turnover data was considered for the period March 1998 to June 2001, i.e. staff turnover was analyzed during the period when radical change was taking place in the organization.

It was apparent that in order to have a basis for comparison some information was required regarding the demographics of the staff.

A data file was obtained from HRM records that indicated the staff make-up as at November 2001. This data was kept current, and as a result it was not possible to look at the history of the staff complement. This data was therefore taken as the basis with which to compare the staff turnover. The following information was obtained regarding the staff complement.

- Peromnes grade
- Age
- Gender
- Date Joined

The data for “Years of Service” was calculated from the “Date Joined” data. This is shown in Appendix IV in the spreadsheet named “STAFF COMPLEMENT”.

Using the Gender data as an example the expected data for gender was calculated as follows:

- i. Determine the number of male and female employees in the Company from the “STAFF COMPLEMENT” data.
- ii. Express this as a percentage of the total number of employees.
- iii. Use this percentage to calculate the expected number of male and female employees in the staff turnover data.

A similar procedure was followed to determine the expected number of resignations for the other variables under study. These calculations are shown in Appendix V.

Tables 3 to 7 and Figures 1 to 5 show the results of this analysis, in tabular and graphical form.

Table 3 Analysis of Resignations by Gender

Resignations by Gender	fo	fo(%)	fe	fe(%)	chi sq calc
Male	58	87%	49	73%	1.70
Female	9	13%	18	27%	4.59
Total	67	100%	67	100%	6.29

Table 4 Analysis of Resignations by Race

Resignations by Race	fo	fo(%)	fe	fe(%)	chi sq calc
White	39	58%	47	70%	1.31
Asian	26	39%	16	23%	6.71
Coloured	0	0%	0	0%	0.00
Black	2	3%	4	7%	1.34
Total	67	100%	67	100%	9.37

Table 5 Analysis of Resignations by Peromnes Grade

Resignations by Grade	fo	fo(%)	fe	fe(%)	chi sq calc
1 to 5	8	12%	10	15%	0.36
6 to 10	33	49%	30	44%	0.39
11 to 15	24	36%	17	26%	2.61
16 to 20	2	3%	10	15%	6.62
Total	67	100%	67	100%	9.97

Table 6 Analysis of Resignations by Age

Resignations by Age	fo	fo(%)	fe	fe(%)	chi sq calc
0 to 19	0	0%	0	0%	
20 to 29	20	30%	6	9%	34.64
30 to 39	22	33%	16	24%	1.91
40 to 49	20	30%	33	49%	5.01
50 to 59	5	7%	10	15%	2.69
60 to 69	0	0%	2	3%	1.71
Total	67	100%	67	100%	45.96

Table 7 Analysis of Resignations by Years of Service

Resignations by Years of Service	fo	fo(%)	fe	fe(%)	chi sq calc
0 to 5	23	34%	17	26%	2.04
5 to 9	11	16%	15	23%	1.25
10 to 14	21	31%	21	31%	0.00
15 to 19	10	15%	9	13%	0.14
20 to 24	2	3%	3	4%	0.20
25+	0	0%	2	3%	2.05
Total	67	100%	67	100%	5.68

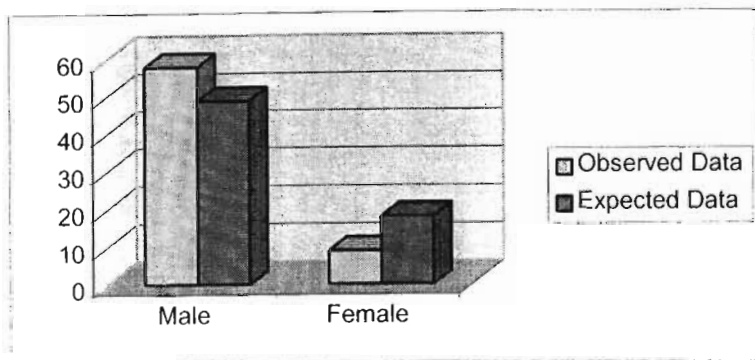


Figure 1 Staff Turnover vs Gender

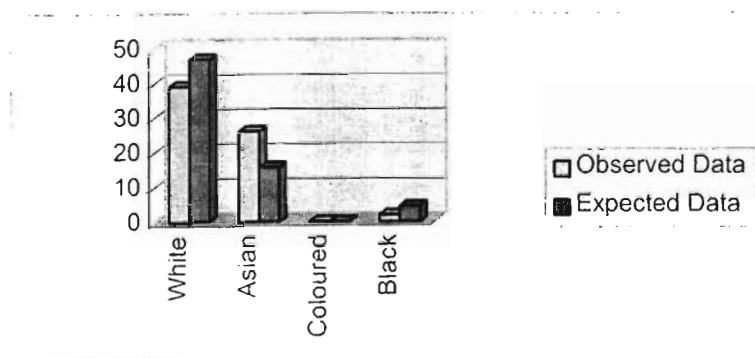


Figure 2 Staff Turnover vs Race

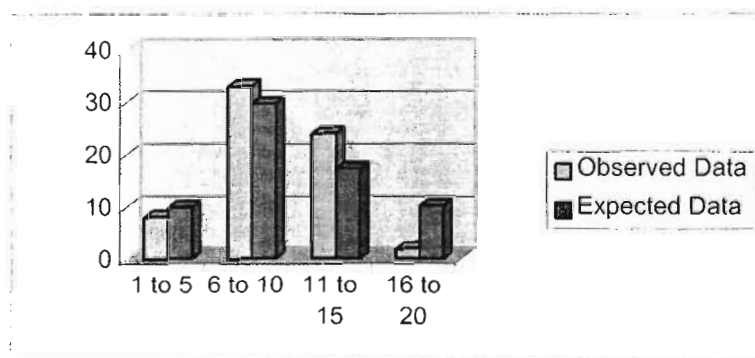


Figure 3 Staff Turnover vs Peromnes Grade

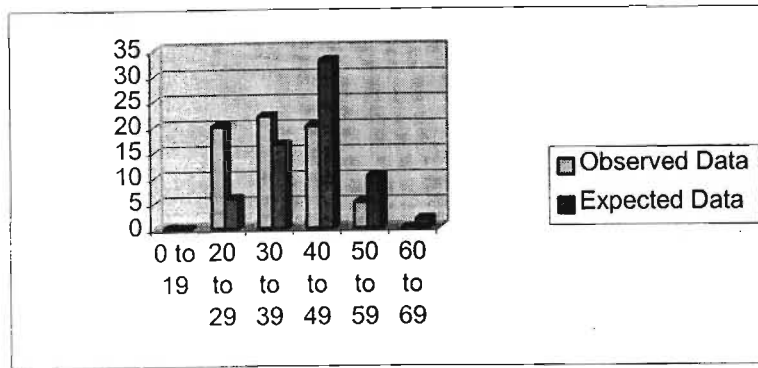


Figure 4 Staff Turnover vs Age

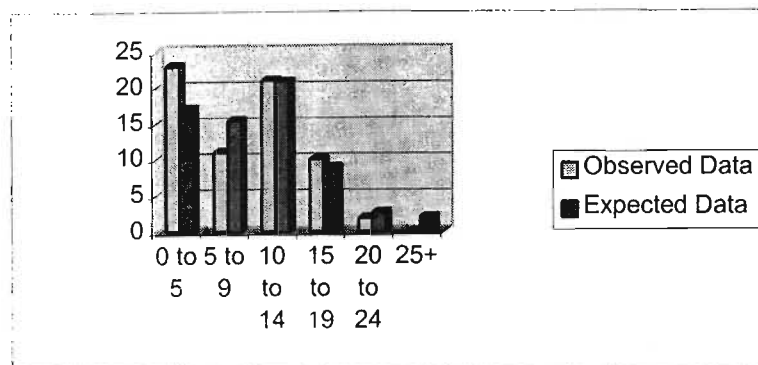


Figure 5 Staff Turnover vs Years of Service

In order to determine whether the observed differences in the number of resignations are statistically significant we conduct hypothesis testing. The chi-square test for Independence of Association is the appropriate test to test for whether there is a relationship between the Biographical variables and the observed data. In the next section we conduct the hypothesis tests based upon the method given by Wegner (1993). Detailed calculations are provided in Appendix V.

4.4.1 Analysis of Staff Turnover vs Gender

Step1: Formulate the null and alternate hypothesis.

Hypothesis 5: Relationship between staff turnover and gender

H0: Staff turnover is not related to gender.

H1: Staff turnover is related to gender.

Step 2: Determine the area of acceptance.

We conduct the test at the 5% level of significance, so $\alpha = 0.05$.

From the contingency tables given in section 4.3 the degrees of freedom (df) is:

$$df = \text{number of rows} - 1 = 2 - 1 = 1$$

With $\alpha = 0.05$ and $df = 1$ the critical chi-square value, from tables is 3.84.

Step 3: Compute the chi-squared sample statistic using the expected and observed frequencies.

$$\text{Chi sq}(\text{calc}) = 6.29$$

Step 4: Formulate the decision rule.

If $\text{chi-square}(\text{calc}) \leq \text{chi-square}(\text{crit})$ accept H_0 .

If $\text{chi-square}(\text{calc}) > \text{chi-square}(\text{crit})$ reject H_0 .

$$\text{Chi-square}(\text{calc}) = 6.29 > \text{chi-square}(\text{crit}) = 3.84$$

Step 5: Decision

We therefore reject H_0 , at the 5% level of significance, and conclude that staff turnover is related to gender.

4.4.1.1 Discussion of Results

From the above test, we conclude that staff turnover is related to gender. The differences seen in Table 3 and Figure 1 are therefore statistically significant. The observed turnover for males is 87% versus the expected 73%, whilst the observed turnover for females is 13% versus the expected 27%. This could be due to males perhaps being more mobile than females as they are often the main breadwinner. It is also possible that females are more risk averse than males, and so tend to stay on longer in a job.

4.4.2 Analysis of Staff Turnover vs Race

Step 1: Formulate the null and alternate hypothesis.

Hypothesis 5: Relationship between staff turnover and race

H0: Staff turnover is not related to race

H1: Staff turnover is related to race

Step 2: Determine the area of acceptance.

We conduct the test at the 5% level of significance, so $\alpha = 0.05$.

From the contingency tables given in section 4.3 the degrees of freedom (df) is:

$$df = \text{number of rows} - 1 = 4 - 1 = 3$$

With $\alpha = 0.05$ and $df = 3$ the critical chi-square value, from tables is 7.82.

Step 3: Compute the chi-squared sample statistic using the expected and observed frequencies.

$$\text{Chi sq}(\text{calc}) = 9.37$$

Step 4: Formulate the decision rule.

If $\text{chi-square}(\text{calc}) \leq \text{chi-square}(\text{crit})$ accept H_0 .

If $\text{chi-square}(\text{calc}) > \text{chi-square}(\text{crit})$ reject H_0 .

$$\text{Chi-square}(\text{calc}) = 9.37 > \text{chi-square}(\text{crit}) = 7.82$$

Step 5: Decision

We therefore reject H_0 , at the 5% level of significance, and conclude that staff turnover is related to race.

4.4.2.1 Discussion of Results

From the above test, we conclude that staff turnover is related to race. The differences seen in Table 4 and Figure 2 are therefore statistically significant. It is apparent that the staff turnover amongst whites is significantly lower than expected (58% versus 70%), whilst amongst asians the staff turnover is significantly higher than expected (39% versus 23%), whilst amongst blacks the turnover is half that expected (3% versus 7%). We find the incidence of staff turnover amongst whites somewhat surprising, as we expected them to be the more mobile group. Also surprising is the incidence of higher than expected staff turnover amongst asians, as we expected this group to be more risk averse. Our knowledge that blacks tend to occupy lower positions in the Company lead us to surmise that they also tend to place greater value on their jobs, which results in a low staff turnover.

4.4.3 Analysis of Staff Turnover vs Peromnes Grade

Step1: Formulate the null and alternate hypothesis.

Hypothesis 5: Relationship between staff turnover and peromnes grade

H0: Staff turnover is not related to peromnes grade

H1: Staff turnover is related to peromnes grade

Step 2: Determine the area of acceptance.

We conduct the test at the 5% level of significance, so $\alpha = 0.05$.

From the contingency tables given in section 4.3 the degrees of freedom (df) is:

$$df = \text{number of rows} - 1 = 4 - 1 = 3$$

With $\alpha = 0.05$ and $df = 3$ the critical chi-square value, from tables is 7.82.

Step 3: Compute the chi-squared sample statistic using the expected and observed frequencies.

$$\text{Chi sq(calc)} = 9.97.$$

Step 4: Formulate the decision rule.

If $\text{chi-square}(\text{calc}) \leq \text{chi-square}(\text{crit})$ accept H_0 .

If $\text{chi-square}(\text{calc}) > \text{chi-square}(\text{crit})$ reject H_0 .

$\text{Chi-square}(\text{calc}) = 9.97 > \text{chi-square}(\text{crit}) = 7.82$

Step 5: Decision

We therefore reject H_0 , at the 5% level of significance, and conclude that staff turnover is related to peromnes grade.

4.4.3.1 Discussion of Results

From the above test, we conclude that staff turnover is related to peromnes grade. The differences seen in Table 5 and Figure 3 are therefore statistically significant. It is apparent that there is not a large difference between observed and expected data for peromnes grades 1 to 5 (12% vs 15%), and peromnes grades 6 to 10 (49% vs 44%). The difference between observed and expected data for peromnes grades 11 to 15 (36% vs 26%) and peromnes grades 16 to 20 (3% vs 15%) is much greater. It is known that staff in grades 11 to 15 tend to make up the bulk of the administrative staff in the company. We surmise that this group is more mobile as there tends to be a greater market availability of jobs in these categories. We surmise that the much lower than expected incidence of staff turnover in the grades 16 to 20 is due to jobs in these relatively unskilled categories being scarce.

4.4.4 Analysis of Staff Turnover vs Age

Step1: Formulate the null and alternate hypothesis.

Hypothesis 5: Relationship between staff turnover and age

H₀: Staff turnover is not related to age

H₁: Staff turnover is related to age

Step 2: Determine the area of acceptance.

We conduct the test at the 5% level of significance, so $\alpha = 0.05$.

From the contingency tables given in section 4.3 the degrees of freedom (df) is:

$$df = \text{number of rows} - 1 = 6 - 1 = 5$$

With $\alpha = 0.05$ and $df = 5$ the critical chi-square value, from tables is 11.07.

Step 3: Compute the chi-squared sample statistic using the expected and observed frequencies.

$$\text{Chi sq}(\text{calc}) = 45.96$$

Step 4: Formulate the decision rule.

If $\text{chi-square}(\text{calc}) \leq \text{chi-square}(\text{crit})$ accept H_0 .

If $\text{chi-square}(\text{calc}) > \text{chi-square}(\text{crit})$ reject H_0 .

$$\text{Chi-square}(\text{calc}) = 45.96 > \text{chi-square}(\text{crit}) = 11.07$$

Step 5: Decision

We therefore reject H_0 , at the 5% level of significance, and conclude that staff turnover is related to age.

4.4.4.1 Discussion of Results

From the above test, we conclude that staff turnover is related to age. The differences seen in Table 6 and Figure 4 are therefore statistically significant. It is apparent that the greatest differences between observed and expected data are seen in the age group 20 to 29 (30% vs 9%), followed by the age group 40 to 49 (30% vs 49%) and the age group 50 to 59 (7% vs 15%). It is to be expected that staff who are older are more risk averse and so have a lower staff turnover.

4.4.5 Analysis of Staff Turnover vs Years of Service

Step1: Formulate the null and alternate hypothesis.

Hypothesis 5: Relationship between staff turnover and Years of Service

H0: Staff turnover is not related to years of service

H1: Staff turnover is related to years of service

Step 2: Determine the area of acceptance.

We conduct the test at the 5% level of significance, so $\alpha = 0.05$.

From the contingency tables given in section 4.3 the degrees of freedom (df) is:

$$df = \text{number of rows} - 1 = 6 - 1 = 5$$

With $\alpha = 0.05$ and $df = 5$ the critical chi-square value, from tables is 11.07.

Step 3: Compute the chi-squared sample statistic using the expected and observed frequencies.

$$\text{Chi sq}(\text{calc}) = 5.68$$

Step 4: Formulate the decision rule.

If $\text{chi-square}(\text{calc}) \leq \text{chi-square}(\text{crit})$ accept H_0 .

If $\text{chi-square}(\text{calc}) > \text{chi-square}(\text{crit})$ reject H_0 .

$$\text{Chi-square}(\text{calc}) = 5.68 < \text{chi-square}(\text{crit}) = 11.07$$

Step 5: Decision

We therefore accept H_0 , at the 5% level of significance, and conclude that staff turnover is not related to years of service.

4.4.5.1 Discussion of Results

From the above test, we conclude that staff turnover is not related to years of service. The differences seen in Table 7 and Figure 5 are therefore statistically insignificant. We found this result to be quite surprising, as we expected that staff with more years of service to be less willing to leave their jobs due to their investment in their pension funds, and their long-standing relationships with their employers and colleagues.

4.5 Exit Questionnaires

The company routinely administers exit questionnaires whenever staff are discharged for whatever reason. Prior to July 2000 the format of the questionnaire was as follows:

- a questionnaire section which the employees line manager completed regarding the past performance of the employee,
- an interview section conducted by the HR manager wherein the employee was asked questions pertaining to his reasons for leaving,
- a section wherein the HR manager could record the employees comments.

After July 2000 the format of the questionnaire was changed as follows:

- a questionnaire section which the employees line manager completed regarding the past performance of the employee,
- a questionnaire section completed by the employee wherein he was asked questions regarding his reasons for leaving,
- a section wherein the employee may add his/her comments.

It is felt that the format of the exit questionnaire may significantly affect the type of responses that are obtained from the employee as the self-administered questionnaire is more likely to illicit frank responses than the face-to-face interview.

4.5.1 Quantitative Analysis

A simple random sample of 23 exit questionnaires was generated from the employee resignation data. In some cases, exit questionnaires were missing or had only been

partially completed. These were substituted for randomly with other exit interviews from the resignation population.

The data collected is shown in Appendix VI. There were 10 categories of reasons for leaving in the first questionnaire which were as follows:

- Improved Remuneration
- Improved Employment Conditions
- Improved Career prospects
- Domestic/Personal
- Enter own business
- Inter group transfer
- Immigration
- Pregnancy
- Spouse transfer
- Other

There were 15 categories for leaving in the second questionnaire which were as follows:

- Better Job Opportunity
- Type of work
- Rate of pay
- Self employment
- Illness or physical
- Advancement unencouraging
- Excessive job pressure
- Fringe benefits
- Travel Reasons
- Inadequate training
- Supervisor
- Commuting distance
- Family circumstances
- Working conditions
- Resume full time studies

A 16th category was added to the second questionnaire called “Relocation” as a number of respondents added-in this category in their responses.

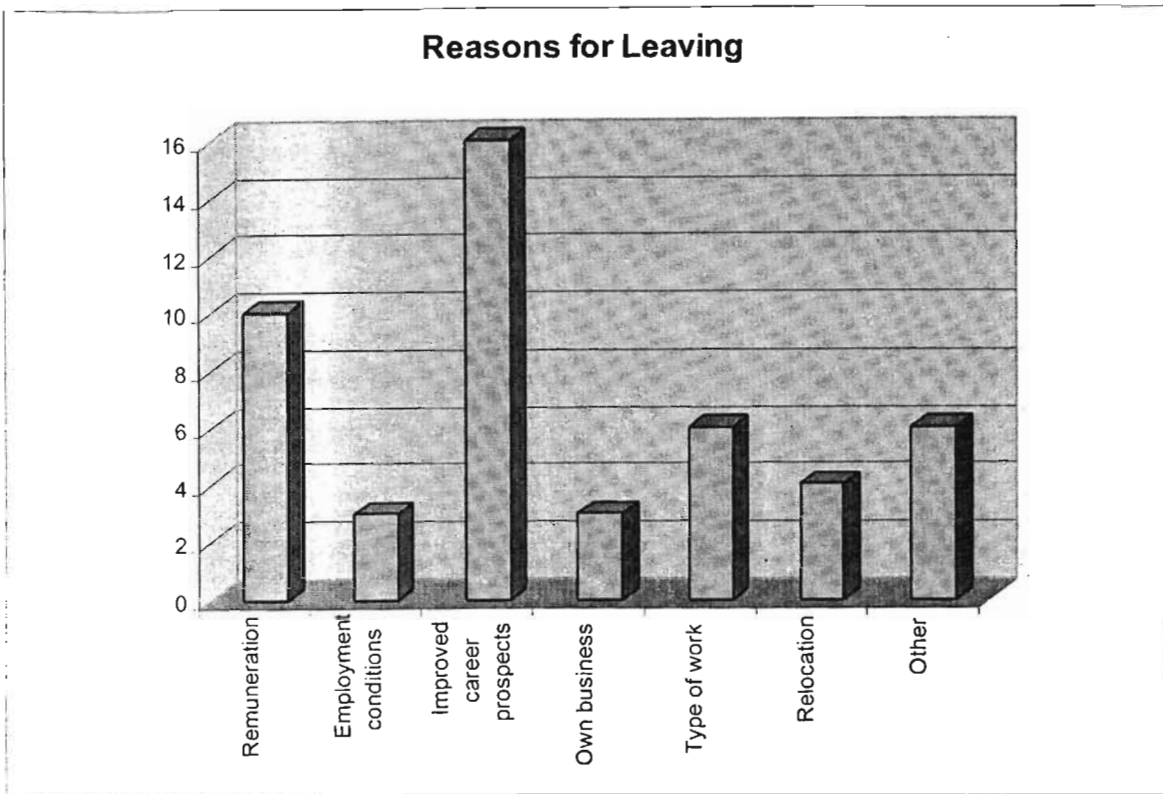
These categories were reduced by grouping similar categories into seven groups as follows:

- Remuneration
- Employment conditions
- Improved career prospects
- Own business
- Type of work
- Relocation
- Other

The results of this analysis are shown in Table 8, and depicted in Figure 6.

Table 8 Analysis of Reasons for Leaving

BOTH QUESTIONNAIRES BY GROUPS		
Group		Number
1	Remuneration	10
2	Employment conditions	3
3	Improved career prospects	16
4	Own business	3
5	Type of work	6
6	Relocation	4
7	Other	6
	Total	48



It is apparent from the resignation data that the majority of employees reasons for leaving were due to better remuneration and improved career prospects. It should be noted, however, that the exit questionnaires were not designed to illicit any specific information regarding the change management process. However, as mentioned above, certain employees went to the trouble of adding the category of "Relocation" to this section, and chose it.

4.5.2 Qualitative Analysis

We then turned to the comments sections of the questionnaires to determine whether there were any trends in the comments that were made by the resignees.

The comments from the interviews and the comments from the self administered questionnaire have been separated as each of these has a different context, as mentioned earlier. It is fortuitous that the format of the exit questionnaires was changed in August 2000, as this is the period after the acquisition and before the relocation, which is arguably the biggest change event for the employees. The comments have also been ordered by date to determine the existence of any trends. This is presented below.

Table 9 Comments from Exit Interviews

Date	Comment
June 1997	"...wishes to move out of the military electronics environment..."
December 1997	"...wishes to start his own business..."
December 1997	"... has indicated that he has found it increasingly difficult to deal with management style at a group level"
April 1998	".. not sure that he will be able to realise his personal career goals...in addition he is concerned about the defence industry being able to provide meaningful work"
June 1998	"... is concerned about the future of the defence industry in general.."
March 1999	"...has an opportunity to move into a business as a partner..."
June 1999	"...his sole aim is to improve his remuneration..."
July 2000	"...there are a number of structural problems ...in the department"

Table 10 Comments from Self Administered Questionnaires

Date	Comment
August 2000	"I trained myself on all issues by reading and learning from people around me" "Recently an air of gloom and unhappiness has surfaced" "People that make more noise tend to be treated better" "Get all management to read Peopleware and to go on people management and psychology training" "Invest more in training"
February 2001	"No prospects because no position existed" "Work only relationships prevail – nobody has any desire for extra-curricula activities"
March 2001	"There are great people to work with here – pity they are not appreciated." "I have no idea of what this company's future is." "Company communication is poor."
March 2001	"Challenging, interesting, given full responsibility and hence able to take credit" (positive aspects of the job) "If it weren't for the instability created by the relocation I would not be leaving".
March 2001	"Company relocation" (added to reason for leaving) "Put as much effort into managing people as managing money"
April 2001	"freedom and interaction with people" (positive aspects of job) "...lack of management vision and direction" (negative aspects of your job) "...tense, particularly after relocation rumours surfaced" (atmosphere in department) "lack of training"
April 2001	"Listen to the staff, they are the company" "I hope that communications will improve"
July 2001	"Have enjoyed and appreciated the wide variety of projects and

Date	Comment
	experience" (positive aspects of job) "Primarily the decision to relocate" (added to reason for leaving)
August 2001	"Sexual discrimination" (negative aspects of the job)
August 2001	"The people I worked with" (positive aspects of the job) "The technology and working environment" (negative aspects of the job) "Depressing" (atmosphere in the department)

It is apparent from Table 9 that most of the comments relate to the furtherance of employees personal career goals. It is significant that a number of employees resigned to move out of the defence industry in 1997 and 1998, as this was arguably one of the leanest periods in terms of contracts in the defence industry.

There is a significant change in the type of comments that are found in Table 10. It is surmised that the reasons for this are twofold: firstly because the questionnaire method illicited more frank responses than the interview method, and secondly because this was the period when the biggest changes were taking place in the company.

Four themes are evident from close analysis of the comments. These pertain to low morale or pessimism, poor communication, lack of training, and the relocation. Each of these points is discussed in more detail below.

4.5.2.1 Low Morale

It is unsurprising that low morale exists in times of change. This point was not explicitly encountered in the literature, however, except as one of the negative pre-conditions for change (fear and lack of optimism).

4.5.2.2 Poor Communication

The authors own experience is that regular "roadshows" were held by the CEO during the change process, that news bulletins were regularly posted by the HR division, that at least a monthly meeting was held jointly by the HR division and

senior management, and that employees were encouraged to talk to their line managers and the HR division with regard to their fears and concerns. In addition, personal consultations were held with each employee after the relocation decision was announced. Our only conclusion is the oft stated adage that “there can never be enough communication”.

4.5.2.3 Lack of Training

This appears to be a side issue perhaps unrelated to the change process. Perhaps also, that during a period of uncertainty and upheaval some of the fundamentals of staff development are forgotten in focusing at what appears at the time to be the more important issues.

4.5.2.4 Relocation

It is at first surprising that there have not been a massive number of resignations due to the relocation. Is this because the change process was well-managed, or is it because of the risk-mitigation strategies that were put in place in the first instance, or are the risk-mitigation strategies themselves an example of effective change management? (Recall from Chapter 1 that where employees indicated that they were not prepared to re-locate and their services were required by the Company, they were effectively bound to a contract with the promise of financial gain, until the date of the relocation.)

4.6 Interviews with the Change Agents

We next turned our attention to those responsible for the management of the change process. A team of senior managers had been appointed by the CEO to implement the change process. This consisted of members of the executive committee, as well as certain divisional managers who had a significant role to play in the change process. Three key individuals were identified from this group, the two relocation Project Managers who were involved in different phases of the project, and the Human Resources Manager. The following section contains the questions posed to

each individual in three separate interviews and the responses obtained (summarized and paraphrased).

4.6.1 Results of the Interviews with the Change Agents

1. *In undertaking change in the company, did you consciously pursue a methodology (formal or otherwise)? Describe the methodology used.*

- We did not use any formal (text book) change management methodology. Instead, as a company that specialized in running projects, we used a project management methodology, to plan a road-map of where the company was, and where it wanted to be, in order to ensure the long-term survivability of the company. We identified the risks, and put plans in place to manage the risks.
- We began with the Strategic Business Plan of 1999, which indicated that there was a great deal of duplicated effort between the Gauteng and KZN sites, which resulted in increased cost.
- The Project Team started with the design of the new organization and the human resources required. We considered the economic benefits of the relocation, viz reduced duplication of effort and lower travel costs between sites. We considered the strategic benefits such as the synergies brought about as a result of the co-location of the engineering departments.
- We considered the risks involved in terms of the loss of key staff. We considered the inevitable retrenchments that would result due to co-location of the sites, and the disruption of employee's personal lives. The key rule was fairness in terms of retrenchments and relocations. Detailed planning of the relocation process was undertaken for both the organization and staff.

2. Did you make use of any management/human resource consultants before or during the change process? If so, what were your experiences of using the management consultants? If not, why not?

- Internal consultants were used from senior management at Group level. This constituted managers who were involved in change management at other European companies in the past. This was very beneficial, although they might not have had a sense of the cultural issues that prevailed in a multi-cultural society such as we have in South Africa.
- External, professional consultants were also consulted, but they added little extra value to warrant the large fees that they charged. They had recipes for the implementation, but did not have concrete ideas on how to manage the “people” issues. Thus, the decision was made to manage the change internally, with assistance in specific areas where needed.
- Two consultants were used, a human resource consultant to aid in the employee consultations, and a legal consultant to provide advice on the legalities of the retrenchments and relocation.

3. What were the greatest challenges posed to you as you undertook the change process?

- To ensure effective communication at all levels in terms of the business necessity for the change, in particular when there were language and cultural problems.
- To ensure ‘buy-in’ from key (critical) staff.
- To maintain programme schedules, especially on the large strategic programmes.
- The risk of losing key staff and thus jeopardizing the company’s major strategic program, upon which its very survival depended.
- To ensure that there was “buy-in” at the level of department/line managers.

- To ensure that there was a minimum loss of staff, because as the company was in a knowledge industry, the people were key to the survival of the company.

4. What would you regard as the successes that were achieved during the change process?

- To have been able to convince employees about the need for the change, and to get the required participation from them.
- The re-skilling of employees that were retrenched. The unions were impressed with what the company had done for retrenched employees.
- The turnaround that was seen in the number of people who initially said 'no' to the relocation, but later changed their minds.
- Managing to lose only a few "key staff". (few casualties).
- The integration of the executive committee, and the good relationship that developed as a result of the move. Previously, the executive committee functioned as two separate teams.
- Managing to integrate the engineering departments (who are the core of the company) on the KZN and Gauteng sites, resulting in mutual benefits to both sites.

5. What would you regard as the short-comings of the change process?

- The implementation of the new structure did not go exactly as planned. There were still some structural problems that existed, in particular with regard to employees understanding of how the new structure functioned.
- In concentrating on the employees who were relocating, insufficient attention may have been paid to the part of the organization receiving the new employees (i.e. the Gauteng site)

- The inability to obtain “buy-in” from all employees, in particular, the group that had to be accommodated in KZN until 2002, and the required compromise in order to prevent serious disruption to the company’s major strategic project.
- Not having a proper understanding of how the new structure would work in practice. The processes required to implement the new structure were lagging behind the new structure. The efficiency of the organization had deteriorated as a result.

6. *What would you do differently if you were given another opportunity at managing the change process?*

- Spend more time and effort on educating employees about the new structure and how it operates, and the interface between various divisions.
- Decelerate the pace at which the new structure was implemented in order to allow a proper understanding of how it should work.
- Spend more effort on convincing employees of the benefits of the relocation. Try and obtain a greater commitment (decision) from employees early in the process.
- Use additional resources in the consultation process.
- Manage the change in a more controlled way. There was perhaps too much change at one time, i.e. relocation, structural changes, management of project crises.

7. *In your view, are the CEO and the board of directors satisfied with how the change has been managed. Can you elaborate?*

- The CEO and Group Management regard the change as one of the success stories of the Group. The project was done within budget, and guaranteed a high future return on investment. The pay-back time was shorter than expected.

- The board was excited about the financial results achieved, the low number of resignations, and the smooth relocation.

8. *In your view, are employees satisfied with how the change has been managed. Can you justify your answer?*

- It appeared that employees at more senior levels of the organization have settled in more easily than those at the lower levels. This may have to do with the personal economics of living in Gauteng.
- Generally positive, in terms of those that they have interacted with. There have been a few unhappy employees, due mainly to their particular personal circumstances.

9. *Do you have any other comments?*

- We have tried to do in the final analysis what we have considered to be in the best interests of the company and its employees.
- We were impressed by the loyalty of employees - the 'esprit de corp'.
- Grateful for the experience during the relocation, but would not like to do it again.

4.6.2 Discussion of the Results

Although the change agents indicated that they have not followed any formal approach in the change management process, in our analysis of the above responses we find elements of the prescriptive and emergent approaches described in Chapter 2. The detailed analysis of the structural and economic problems that existing prior to the change, and how it would be rectified in a newly designed organization indicates a prescriptive approach, whilst the attention given to staff issues, such as communication, ensuring 'buy-in' from staff, educating employees on the need for change, ensuring fairness in the relocation and retrenchments and re-skilling of retrenched employees all point towards an emergent approach, where people issues come first.

5 Chapter 5 – Conclusion and Recommendations

5.1 Conclusion

We set out to examine the efficacy of change management in a high technology defence industry company following major upheavals, namely a joint venture, acquisition and co-location. We examined records of staff turnover before and after the aforementioned critical events. We found no statistically significant changes in staff turnover before and after these events.

The incidence of staff turnover was also analyzed with respect to gender, race, peromnes grade, age and years of service. Staff turnover was found to be dependent on all the above factors, with the exception of years of service. The conclusion to be drawn from this, we think, is that the staff complement should not be treated as a homogeneous group, but that the existence of sub-groups should be recognized, and their concerns and fears addressed. We consider this to be one of the shortcomings of the change management process.

The exit questionnaires of resignees were analysed with respect to their reasons for leaving. It was found that most resignees gave non-change related reasons for leaving such as 'improved career prospects' and 'better remuneration'. Towards the relocation date, however, a few employees indicated that they were leaving as a direct result of the relocation.

The comments made by employees in the exit questionnaires were analyzed. It was found that prior to the announcement of the joint venture, employees' comments related to economic reasons for leaving, or concern about the future of the defence industry. In contrast, many of the comments after the joint venture related to low morale, poor communication, lack of training and the relocation.

We interviewed the change agents or managers, and found that their approach to change contained both emergent and prescriptive elements. The strategic, economic and structural aspects of the change were addressed, as well as the people issues such as communication, 'buy-in' from staff, education of employees regarding the reasons for change, and fairness in the retrenchments and relocation, and re-skilling of retrenched employees.

Our conclusion is that, apart from consideration being giving to the groups mentioned above, and the use of more effective communication methods, the change process has been well managed.

5.2 Recommendations

It is recommended that a follow-up study be done to gauge employees attitudes after the relocation. It would be particularly interesting to compare and contrast the attitudes of the employees on the Gauteng site with those on the KZN site. It would also be of interest to test the comments made by the change agents to see whether their opinions are shared by the majority of staff.

6 Chapter 6 – Limitations of the Study

We recognize as one of the limitations of the study the fact that the incentive schemes that were put into place to retain staff during the change process would have a deterrent effect on resignations. This is the reason that we turned our attention to other, qualitative criteria to measure the efficacy of change management.

Another limitation of the study is that the exit questionnaires were not designed specifically to measure employee attitudes to the change process. Here again, it is felt that the qualitative responses provided some insight into employee attitudes.

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8 APPENDICES



8.1 APPENDIX I – STAFF TURNOVER



APPENDIX I - STAFF TURNOVER

Date of Discharge	Grade	Job Title	Sex	Age	Race	Years Of Service	Reason for Leaving	Site
31-Jan-97	11	INSTRUMENTATION TECHNICIAN	M	32	White	7	transfer	AI
28-Feb-97	5	DIVISIONAL MANAGER	M	47	White	18	transfer	AI
28-Feb-97	5	PROJECT CO-ORDINATOR	M	61	White	17	transfer	AI
28-Feb-97	7	SYSTEMS ENGINEER	M	43	White	11	transfer	AI
28-Feb-97	9	SENIOR CONTRACTS ADMINISTRATOR	F	35	White	8	resignation	ADSME
31-Mar-97	9	SOFTWARE DESIGN ENGINEER	M	35	White	4	resignation	ADSME
31-Mar-97	17	RECEPTIONIST	F	24	White	6	transfer	AI
31-Mar-97			M	29	White	10	transfer	AI
31-Mar-97	8	SENIOR DEVELOPMENT ENGINEER	M	49	White	12	transfer	AI
30-Apr-97	7	SYSTEMS ENGINEER (HARDWARE)	M	61	White	15	resignation	ADSME
30-Apr-97			M	30	White	4	resignation	ADSME
30-Apr-97	16	SECRETARY	F	28	White	9	resignation	ADSME
30-Apr-97	15	SECRETARY	F	38	White	7	transfer	AI
30-Apr-97	7	PRODUCT DEVELOPMENT MANAGER	M	44	White	10	resignation	ADSME
30-May-97	9	SOFTWARE DEVELOPMENT ENGINEER	M	31	Asian	8	transfer	AI
30-May-97	13	MECHANICAL TECHNICIAN	M	32	White	11	transfer	AI
31-May-97	11	METROLOGIST	F	29	Asian	4	transfer	AI
31-May-97	9	MANAGER CUSTOMER SERVICE	M	57	White	24	transfer	AI
31-May-97	16	DEBTORS CLERK	F	30	White	6	transfer	AI
31-May-97	8	PRODUCT SPECIALIST - TELECOMMS	M	32	White	7	transfer	AI
31-May-97	15	ORDER PROCESSING CO-ORDINATOR	F	40	Black	13	transfer	AI
31-May-97	8	MANAGER - CALIBRATION W/SHOP SER	M	40	White	17	transfer	AI
31-May-97	16	IMPORTS CONTROLLER	F	35	White	6	transfer	AI
31-May-97	7	PROJECT MANAGER	M	45	White	13	transfer	AI
31-May-97	9	INTERNAL SALES MANAGER	M	54	White	20	transfer	AI
31-May-97	7	PRODUCT SPECIALIST	M	40	White	6	transfer	AI
31-May-97			M	37	White	11	transfer	AI
31-May-97	15	STOREMAN	M	51	Black	9	transfer	AI
31-May-97			M	36	White	13	transfer	AI
31-May-97	16	STORES OFFICER	M	49	Asian	17	transfer	AI
31-May-97	9	FINANCIAL ACCOUNTANT	F	40	White	14	transfer	AI
31-May-97	13	SERVICE TECHNICIAN	M	31	White	5	transfer	AI
31-May-97	12	INTERNAL SALES ENGINEER	M	31	White	5	transfer	AI
31-May-97	10	HEAD OF LABORATORY	M	42	White	5	transfer	AI
31-May-97	9	SALES ENGINEER T & M DIVISION	F	36	White	4	transfer	AI
31-May-97	15	ACCOUNTS CLERK	F	23	White	4	transfer	AI
02-Jun-97	12	MECHANICAL TECHNICIAN	M	34	White	12	resignation	ADSCT
30-Jun-97	6	SENIOR PROJECT MANAGER	M	43	White	14	resignation	ADSCT
30-Jun-97	16	TRAVEL SECRETARY	F	27	White	5	resignation	ADSME
15-Aug-97	16	DEPARTMENT SECRETARY	F	35	White	4	resignation	ADSME
31-Aug-97	9	DEVELOPMENT ENGINEER	M	38	White	12	retrenchment	ADSME
31-Aug-97	13	DESIGN DRAUGHTSMAN	M	36	Asian	12	retrenchment	ADSME

Date of Discharge	Grade	Job Title	Sex	Age	Race	Years Of Service	Reason for Leaving	Site
31-Aug-97	16	CONFIGURATION CLERK	F	34	White	11	retrenchment	ADSME
30-Sep-97	17	PRINT ROOM CLERK	M	32	Black	12	retrenchment	ADSME
30-Sep-97	5	BRANCH MANAGER	M	46	White	17	resignation	ADSCT
30-Sep-97	12	MECHANICAL DESIGN CHECKER	M	67	White	4	retrenchment	ADSME
30-Sep-97	4	HUMAN RESOURCES DIRECTOR	M	54	White	15	retrenchment	ADSME
30-Sep-97	10	SENIOR TECHNICIAN	M	47	White	20	retrenchment	ADSME
30-Sep-97	7	PROJECT MANAGER	M	55	White	14	retrenchment	ADSME
30-Sep-97	6	PRODUCTION MANAGER	M	55	White	24	retrenchment	ADSME
30-Sep-97	16	CONFIGURATION CLERK	M	26	Asian	4	retrenchment	ADSME
30-Sep-97	16	CONFIGURATION CLERK	M	24	Asian	4	retrenchment	ADSME
30-Sep-97	11	SENIOR CONFIGURATION OFFICER	M	44	White	14	retrenchment	ADSME
30-Sep-97	17	STOREMAN	M	25	Asian	4	retrenchment	ADSME
30-Sep-97	17	STOREMAN	M	24	Asian	4	retrenchment	ADSME
30-Sep-97	17	STOREMAN	M	53	Asian	4	retrenchment	ADSME
30-Sep-97	17	PLANNING CLERK	M	32	Asian	4	retrenchment	ADSME
30-Sep-97	9	SOFTWARE DEVELOPMENT ENGINEER	M	37	White	4	resignation	ADSME
30-Sep-97	8	ASSEMBLY LINE MANAGER	M	42	White	13	retrenchment	ADSME
30-Sep-97	8	SENIOR DEVELOPMENT ENGINEER	M	45	White	5	retrenchment	ADSME
30-Sep-97	10	LOGISTICIAN	M	44	White	6	retrenchment	ADSME
30-Sep-97	11	PROGRAMMER I	M	31	White	5	retrenchment	ADSCT
30-Sep-97	16	STOREMAN	M	39	White	5	retrenchment	ADSCT
30-Sep-97	15	RECEPTIONIST	F	37	White	5	retrenchment	ADSCT
30-Sep-97	9	LOSS CONTROLLER	M	44	White	5	retrenchment	ADSME
30-Sep-97	16	STOREMAN	M	59	Asian	19	retrenchment	ADSME
30-Sep-97	10	FOREMAN	M	57	Coloured	31	retrenchment	ADSME
30-Sep-97	10	SENIOR TECHNICIAN	M	38	Asian	12	retrenchment	ADSME
30-Sep-97	7	SYSTEMS ENGINEER	M	39	White	12	retrenchment	ADSCT
30-Sep-97	9	PROJECT ENGINEER	M	48	White	12	retrenchment	ADSCT
30-Sep-97	9	PROJECT ENGINEER	M	46	White	12	retrenchment	ADSCT
30-Sep-97	9	DEVELOPMENT ENGINEER	M	36	Coloured	12	retrenchment	ADSCT
30-Sep-97	14	QUALITY ASSURANCE INSPECTOR	M	42	Asian	13	retrenchment	ADSME
30-Sep-97	7	SYSTEMS ENGINEER	M	40	White	11	retrenchment	ADSME
30-Sep-97	15	TECHNICAL ASSISTANT	M	44	Asian	11	retrenchment	ADSME
30-Sep-97	11	TECHNICIAN	M	54	White	11	retrenchment	ADSME
30-Sep-97	13	DESIGN DRAUGHTSMAN	M	48	Asian	11	retrenchment	ADSME
30-Sep-97	17	DRIVER/HANDYMAN	M	43	Coloured	9	retrenchment	ADSCT
30-Sep-97	9	PROJECT ENGINEER	M	59	White	9	retrenchment	ADSCT
30-Sep-97	11	APPLICATION SOFTWARE TRAINER	F	44	White	11	retrenchment	ADSME
30-Sep-97	19	GENERAL ASSISTANT	F	45	Coloured	7	retrenchment	ADSCT
30-Sep-97	9	SOFTWARE DEVELOPMENT ENGINEER	M	33	White	7	retrenchment	ADSCT
30-Sep-97	7	PURCHASING MANAGER	M	46	White	20	retrenchment	ADSCT
30-Nov-97	11	STORES CONTROLLER	M	41	Asian	20	retrenchment	ADSME
30-Nov-97	16	SECRETARY	F	53	White	12	retrenchment	ADSCT
30-Nov-97	6	SENIOR DEVELOPMENT ENGINEER	M	37	White	10	resignation	ADSME
31-Dec-97	15	PRODUCTION CONTROLLER	M	40	Asian	14	retrenchment	ADSME
31-Dec-97	5	DEPARTMENT MANAGER	M	35	White	6	resignation	ADSME

Date of Discharge	Grade	Job Title	Sex	Age	Race	Years Of Service	Reason for Leaving	Site
31-Dec-97	11	SENIOR SOFTWARE PROGRAMMER	M	29	White	5	resignation	ADSME
31-Dec-97	10	HUMAN RESOURCES OFFICER	M	37	Black	4	resignation	ADSME
31-Dec-97	9	PROJECT CO-ORDINATOR	M	64	White	8	resignation	ADSME
31-Dec-97	13	CONFIGURATION OFFICER	M	48	Asian	15	resignation	ADSME
31-Dec-97	10	SENIOR TECHNICIAN	M	42	White	11	resignation	ADSCT
31-Jan-98	10	SOFTWARE DESIGN ENGINEER	F	30	White	5	resignation	ADSME
28-Feb-98	8	MEES FACILITY MANAGER	M	41	White	5	resignation	ADSME
28-Feb-98	8	SENIOR S/W DEVELOPMENT ENGINEER	M	39	White	12	resignation	ADSME
28-Feb-98	10	SOFTWARE DESIGN ENGINEER	F	30	Asian	8	resignation	ADSME
31-Mar-98	14	INSTRUCTIONAL WRITER	F	36	White	5	resignation	ADSME
30-Apr-98	10	SOFTWARE DESIGN ENGINEER	M	28	White	4	resignation	ADSME
30-Apr-98	5	DEPARTMENT MANAGER	M	44	White	13	resignation	ADSME
30-Apr-98	7	PROJECT MANAGER	M	39	Asian	12	resignation	ADSME
24-May-98	7	SOFTWARE DEVELOPMENT ENGINEER	M	41	White	3	resignation	ADSCT
30-May-98	7	PROJECT MANAGER	M	46	White	4	resignation	ADSCT
30-May-98	9	MAINTENANCE AND SUPPORT TECH	M	30	White	4	resignation	ADSME
31-May-98	9	DEPARTMENT MANAGER	M	34	White	8	resignation	ADSME
15-Jun-98	7	MANAGER ADMIN CAPE TOWN	M	43	White	11	resignation	ADSCT
30-Jun-98	11	CONTRACTS ADMINISTRATOR	M	28	White	4	resignation	ADSME
30-Jun-98	8	SENIOR DEVELOPMENT ENGINEER	M	34	Asian	11	resignation	ADSME
30-Jun-98	8	SYSTEMS ANALYST	M	48	White	11	resignation	ADSME
31-Jul-98	12	TECHNICIAN	M	33	White	4	resignation	ADSME
31-Jul-98	12	MECHANICAL TECHNICIAN	M	43	White	14	resignation	ADSME
31-Jul-98	14	DETAIL DRAUGHTSMAN	M	44	Asian	16	resignation	ADSME
31-Jul-98	14	QUALITY CONTROL INSPECTOR	M	50	Asian	12	resignation	ADSME
31-Jul-98	13	MECHANICAL TECHNICIAN	M	39	Asian	16	resignation	ADSME
31-Jul-98	13	ADMINISTRATION CO-ORDINATOR	F	34	White	7	resignation	ADSCT
31-Jul-98	16	LABORATORY ASSISTANT	M	35	Black	11	resignation	ADSME
31-Aug-98	10	LOGISTICIAN	M	52	White	6	retrenchment	ADSME
31-Aug-98	13	PROGRAMMER II	M	30	White	5	retrenchment	ADSME
31-Aug-98	10	SENIOR TECHNICIAN	M	41	Asian	16	resignation	ADSME
31-Aug-98	9	DEVELOPMENT ENGINEER	M	41	White	11	retrenchment	ADSME
31-Aug-98	10	PRODUCTION CO-ORDINATOR	M	46	White	11	retrenchment	ADSME
18-Sep-98	7	TECHNICAL PUBLICATIONS CO-ORD	M	45	White	5	retrenchment	ADSME
30-Sep-98	9	SOFTWARE DEVELOPMENT ENGINEER	M	28	White	5	resignation	ADSME
30-Sep-98	19	GENERAL ASSISTANT	F	46	Black	7	retrenchment	ADSCT
31-Oct-98	19	GENERAL ASSISTANT	F	58	Coloured	15	retrenchment	ADSCT
31-Oct-98	10	FOREMAN (SURFACE TREATMENT)	M	74	White	4	retrenchment	ADSME
31-Oct-98	12	TECHNICAL WRITER	M	48	White	5	retrenchment	ADSME
31-Oct-98	19	GENERAL ASSISTANT	M	35	Black	7	retrenchment	ADSCT
31-Oct-98	14	DETAIL DRAUGHTSMAN	M	46	Asian	16	retrenchment	ADSME
31-Oct-98	6	ADMINISTRATION MANAGER	M	43	White	11	retrenchment	ADSCT
31-Oct-98	14	TECHNICIAN	M	29	White	9	retrenchment	ADSCT
27-Nov-98	9	PROJECT ENGINEER	M	35	White	4	resignation	ADSME
30-Nov-98	12	PROGRAMMER	F	27	White	4	resignation	ADSME
30-Nov-98	13	PROGRAMMER I	M	25	White	3	resignation	ADSME

Date of Discharge	Grade	Job Title	Sex	Age	Race	Years Of Service	Reason for Leaving	Site
15-Dec-98	9	TRAINING COORDINATOR	F	48	White	11	resignation	ADSME
31-Dec-98	12	SENIOR DRAUGHTSMAN	F	54	White	16	resignation	ADSME
31-Dec-98	11	SENIOR CONFIGURATION OFFICER	M	37	Asian	11	resignation	ADSME
10-Jan-99	10	SENIOR TECHNICIAN	M	39	White	5	resignation	ADSCT
22-Jan-99	8	QUALITY ENGINEER	M	41	White	4	resignation	ADSME
31-Jan-99	11	TECHNICIAN II	M	34	White	5	resignation	ADSCT
05-Feb-99	15	PRODUCTION CONTROLLER	M	45	Asian	14	resignation	ADSME
28-Feb-99	7	PROJECT MANAGER	M	41	White	19	resignation	ADSME
28-Feb-99	12	MECHANICAL TECHNICIAN	M	37	Asian	12	resignation	ADSME
15-Mar-99	14	CONFIGURATION CONTROLLER	M	24	Asian	3	resignation	ADSME
31-Mar-99	10	SENIOR NETWORK TECHNICIAN	M	43	White	11	resignation	ADSME
30-Apr-99	4	DIVISIONAL MANAGER	M	43	White	24	resignation	ADSME
31-May-99	3	EXECUTIVE DIRECTOR	M	52	White	24	resignation	ADSME
18-Jun-99	7	SNR DEV ENGINEER (SW) II	M	36	White	6	resignation	ADSME
30-Jun-99	13	TECHNICIAN III	M	27	Asian	6	resignation	ADSME
30-Jun-99	7	SENIOR S/W DEVELOPMENT ENGINEER	M	36	Asian	11	resignation	ADSME
30-Jul-99	11	IT TECHNICIAN	M	29	White	2	resignation	ADSME
30-Aug-99	14	SENIOR BUYER	M	46	White	10	resignation	ADSME
31-Aug-99	13	PROGRAMMER	M	25	Asian	2	resignation	ADSME
30-Sep-99	12	SENIOR DRAUGHTSMAN	M	49	White	17	retrenchment	ADSME
30-Sep-99	7	MANAGER WORKSHOP	M	50	White	14	retrenchment	ADSME
30-Sep-99	16	PRODUCTION CONTROLLER	M	31	Asian	4	retrenchment	ADSME
30-Sep-99	8	PROJECT MANAGER	M	42	White	14	retrenchment	ADSCT
30-Sep-99	10	MECHANICAL DESIGN TECHNICIAN	M	49	White	18	retrenchment	ADSME
30-Sep-99	9	PROJECT CO-ORDINATOR	M	44	White	14	retrenchment	ADSME
30-Sep-99	16	SECRETARY	F	32	Coloured	3	retrenchment	ADSCT
30-Sep-99	9	SOFTWARE ENGINEER	M	36	White	3	retrenchment	ADSCT
30-Sep-99	10	DEVELOPMENT ENGINEER I	F	24	White	2	resignation	ADSME
30-Sep-99	13	CONFIGURATION CONTROLLER	M	36	Asian	2	retrenchment	ADSME
30-Sep-99	14	SENIOR PRODUCTION CONTROLLER	M	46	Asian	13	retrenchment	ADSME
30-Sep-99	17	STOREMAN	M	27	Asian	8	retrenchment	ADSME
30-Sep-99	17	STOREMAN	M	50	Asian	7	retrenchment	ADSME
30-Sep-99	13	MECHANICAL TECHNICIAN	M	38	Coloured	14	retrenchment	ADSME
30-Sep-99	13	DESIGN DRAUGHTSMAN	M	58	Asian	6	retrenchment	ADSME
30-Sep-99	13	CONFIGURATION OFFICER	M	38	Asian	5	retrenchment	ADSME
30-Sep-99	15	LABORATORY ASSISTANT	M	38	White	5	retrenchment	ADSME
30-Sep-99	12	TECHNICIAN II	M	28	White	5	retrenchment	ADSCT
30-Sep-99	16	FLEET CONTROLLER	M	50	Asian	24	retrenchment	ADSME
30-Sep-99	17	MARKETING SERVICES ASSISTANT	F	47	Asian	16	retrenchment	ADSME
30-Sep-99	17	STOREMAN	M	37	Asian	17	retrenchment	ADSME
30-Sep-99	15	BUYER	M	56	Asian	31	retrenchment	ADSME
30-Sep-99	7	SYSTEMS ENGINEER	M	47	White	12	retrenchment	ADSCT
30-Sep-99	14	QUALITY ASSURANCE INSPECTOR	M	41	Asian	12	retrenchment	ADSME
30-Sep-99	7	LOGISTICS ENGINEERING MANAGER	M	54	White	12	retrenchment	ADSME
30-Sep-99	6	SENIOR PROJECT MANAGER	M	53	White	12	retrenchment	ADSCT
30-Sep-99	12	MECHANICAL TECHNICIAN	M	45	Asian	12	retrenchment	ADSME

Date of Discharge	Grade	Job Title	Sex	Age	Race	Years Of Service	Reason for Leaving	Site
30-Sep-99	8	PROJECT LEADER	M	44	White	11	retrenchment	ADSCT
30-Sep-99	16	SENIOR STOREMAN	M	47	Asian	11	retrenchment	ADSME
30-Sep-99	10	MECHANICAL DESIGN CHECKER	M	39	Asian	11	retrenchment	ADSME
30-Sep-99	8	SENIOR DEVELOPMENT ENGINEER	F	33	White	10	retrenchment	ADSCT
08-Oct-99	13	PROGRAMMER I	M	25	Asian	3	resignation	ADSME
31-Oct-99	4	CHIEF FINANCIAL OFFICER	M	57	White	19	retirement	ADSME
30-Nov-99	7	SNR DEV ENGINEER (SW) II	M	32	Asian	8	resignation	ADSME
31-Jan-00	6	SENIOR SYSTEMS ENGINEER	M	56	White	24	retirement	ADSME
24-Mar-00	9	PROJECT ACCOUNTANT	M	47	White	11	resignation	ADSME
31-Mar-00	13	PROGRAMMER I	M	22	Black	2	resignation	ADSME
31-Mar-00	6	PLANNING MANAGER	M	38	White	4	resignation	ADSME
31-Mar-00	9	SOFTWARE DEVELOPER	F	28	Asian	6	resignation	ADSME
31-Mar-00	8	SNR DEVELOPMENT ENGINEER SW	M	33	Asian	12	resignation	ADSME
30-Apr-00	9	QUALITY ENGINEER	M	36	Asian	4	resignation	ADSME
31-May-00	9	MANAGEMENT ACCOUNTANT	M	45	Asian	18	resignation	ADSME
31-May-00	13	DESIGN DRAUGHTSMAN	M	43	Asian	17	resignation	ADSME
30-Jun-00	3	GENERAL MANAGER SITRON	M	44	Asian	19	resignation	ADSME
31-Jul-00	8	SNR DEV ENGINEER (SW) I	M	28	White	6	resignation	ADSME
31-Jul-00	16	CONTRACTS ADMINISTRATION CLERK	F	45	Asian	4	resignation	ADSME
31-Aug-00	14	DATA INTEGRATOR	F	28	White	4	resignation	ADSME
31-Aug-00	7	SYSTEMS ANALYST	M	29	White	7	resignation	ADSME
31-Aug-00	7	SNR DEV ENGINEER (SW) II	M	29	White	7	resignation	ADSME
10-Oct-00	5	SAN PC PROG MAN	M	53	White	11	resignation	ADSME
31-Oct-00	7	PROGRAM ACCOUNTANT	M	33	White	4	resignation	ADSME
31-Oct-00	11	PROGRAMMER II	M	25	Asian	2	resignation	ADSME
30-Nov-00	12	MECHANICAL TECHNICIAN	M	49	White	4	retrenchment	ADSME
30-Nov-00	12	MECHANICAL TECHNICIAN	M	48	Asian	23	retrenchment	ADSME
30-Nov-00	12	SPRAYPAINTER	M	47	Coloured	6	retrenchment	ADSME
30-Nov-00	10	FOREMAN	M	51	White	11	retrenchment	ADSME
09-Feb-01	10	COURSEWARE WRITER	M	41	White	4	resignation	ADSME
28-Feb-01	15	SECRETARY	F	25	Asian	0	resignation	ADSME
31-Mar-01	5	TECH SPECIALIST	M	50	White	19	resignation	ADSME
31-Mar-01	5	SENIOR SYSTEMS ANALYST	M	43	White	13	resignation	ADSME
31-Mar-01	7	PROJECT MANAGER	M	39	White	12	resignation	ADSME
30-Apr-01	4	SNR PROGRAMME MANAGER	M	48	White	12	resignation	ADSME
30-Apr-01	7	SOFTWARE DEVELOPMENT ENGINEER	M	35	White	8	resignation	ADSME
31-May-01	7	PURCHASING MANAGER	M	50	White	34	boarded	ADSME
31-May-01	7	PROGRAMME MANAGER	M	36	Asian	11	resignation	ADSME
31-Aug-01	7	SNR DEVELOPMENT ENGINEER	M	39	White	15	resignation	ADSME
06-Jun-01	9	SOFTWARE DEVELOPER	M	25	Asian	3	resignation	ADSME
220	216		216	220	220	220	220	220

8.2 APPENDIX II - RESIGNATIONS KZN ONLY



APPENDIX II - RESIGNATIONS KZN ONLY

Date of Discharge	Grade	Full Job Name	Sex	Age	Race	Years Of S	Reason	Site
28-Feb-97	9	SENIOR CONTRACTS ADMINISTRATOR	F	35	White	8	resignation	ADSME
31-Mar-97	9	SOFTWARE DESIGN ENGINEER	M	35	White	4	resignation	ADSME
30-Apr-97	7	SYSTEMS ENGINEER (HARDWARE)	M	61	White	15	resignation	ADSME
30-Apr-97			M	30	White	4	resignation	ADSME
30-Apr-97	16	SECRETARY	F	28	White	9	resignation	ADSME
30-Apr-97	7	PRODUCT DEVELOPMENT MANAGER	M	44	White	10	resignation	ADSME
30-Jun-97	16	TRAVEL SECRETARY	F	27	White	5	resignation	ADSME
15-Aug-97	16	DEPARTMENT SECRETARY	F	35	White	4	resignation	ADSME
30-Sep-97	9	SOFTWARE DEVELOPMENT ENGINEER	M	37	White	4	resignation	ADSME
30-Nov-97	6	SENIOR DEVELOPMENT ENGINEER	M	37	White	10	resignation	ADSME
31-Dec-97	5	DEPARTMENT MANAGER	M	35	White	6	resignation	ADSME
31-Dec-97	11	SENIOR SOFTWARE PROGRAMMER	M	29	White	5	resignation	ADSME
31-Dec-97	10	HUMAN RESOURCES OFFICER	M	37	Black	4	resignation	ADSME
31-Dec-97	9	PROJECT CO-ORDINATOR	M	64	White	8	resignation	ADSME
31-Dec-97	13	CONFIGURATION OFFICER	M	48	Asian	15	resignation	ADSME
31-Jan-98	10	SOFTWARE DESIGN ENGINEER	F	30	White	5	resignation	ADSME
28-Feb-98	8	MEES FACILITY MANAGER	M	41	White	5	resignation	ADSME
28-Feb-98	8	SENIOR S/W DEVELOPMENT ENGINEER	M	39	White	12	resignation	ADSME
28-Feb-98	10	SOFTWARE DESIGN ENGINEER	F	30	Asian	8	resignation	ADSME
31-Mar-98	14	INSTRUCTIONAL WRITER	F	36	White	5	resignation	ADSME
30-Apr-98	10	SOFTWARE DESIGN ENGINEER	M	28	White	4	resignation	ADSME
30-Apr-98	5	DEPARTMENT MANAGER	M	44	White	13	resignation	ADSME
30-Apr-98	7	PROJECT MANAGER	M	39	Asian	12	resignation	ADSME
30-May-98	9	MAINTENANCE AND SUPPORT TECH	M	30	White	4	resignation	ADSME
31-May-98	9	DEPARTMENT MANAGER	M	34	White	8	resignation	ADSME
30-Jun-98	11	CONTRACTS ADMINISTRATOR	M	28	White	4	resignation	ADSME
30-Jun-98	8	SENIOR DEVELOPMENT ENGINEER	M	34	Asian	11	resignation	ADSME
30-Jun-98	8	SYSTEMS ANALYST	M	48	White	11	resignation	ADSME
31-Jul-98	12	TECHNICIAN	M	33	White	4	resignation	ADSME
31-Jul-98	12	MECHANICAL TECHNICIAN	M	43	White	14	resignation	ADSME
31-Jul-98	14	DETAIL DRAUGHTSMAN	M	44	Asian	16	resignation	ADSME
31-Jul-98	14	QUALITY CONTROL INSPECTOR	M	50	Asian	12	resignation	ADSME

Date of Discharge	Grade	Full Job Name	Sex	Age	Race	Years Of S	Reason	Site
31-Jul-98	13	MECHANICAL TECHNICIAN	M	39	Asian	16	resignation	ADSME
31-Jul-98	16	LABORATORY ASSISTANT	M	35	Black	11	resignation	ADSME
31-Aug-98	10	SENIOR TECHNICIAN	M	41	Asian	16	resignation	ADSME
30-Sep-98	9	SOFTWARE DEVELOPMENT ENGINEER	M	28	White	5	resignation	ADSME
27-Nov-98	9	PROJECT ENGINEER	M	35	White	4	resignation	ADSME
30-Nov-98	12	PROGRAMMER	F	27	White	4	resignation	ADSME
30-Nov-98	13	PROGRAMMER I	M	25	White	3	resignation	ADSME
15-Dec-98	9	TRAINING COORDINATOR	F	48	White	11	resignation	ADSME
31-Dec-98	12	SENIOR DRAUGHTSMAN	F	54	White	16	resignation	ADSME
31-Dec-98	11	SENIOR CONFIGURATION OFFICER	M	37	Asian	11	resignation	ADSME
22-Jan-99	8	QUALITY ENGINEER	M	41	White	4	resignation	ADSME
05-Feb-99	15	PRODUCTION CONTROLLER	M	45	Asian	14	resignation	ADSME
28-Feb-99	7	PROJECT MANAGER	M	41	White	19	resignation	ADSME
28-Feb-99	12	MECHANICAL TECHNICIAN	M	37	Asian	12	resignation	ADSME
15-Mar-99	14	CONFIGURATION CONTROLLER	M	24	Asian	3	resignation	ADSME
31-Mar-99	10	SENIOR NETWORK TECHNICIAN	M	43	White	11	resignation	ADSME
30-Apr-99	4	DIVISIONAL MANAGER	M	43	White	24	resignation	ADSME
31-May-99	3	EXECUTIVE DIRECTOR	M	52	White	24	resignation	ADSME
18-Jun-99	7	SNR DEV ENGINEER (SW) II	M	36	White	6	resignation	ADSME
30-Jun-99	13	TECHNICIAN III	M	27	Asian	6	resignation	ADSME
30-Jun-99	7	SENIOR S/W DEVELOPMENT ENGINEER	M	36	Asian	11	resignation	ADSME
30-Jul-99	11	IT TECHNICIAN	M	29	White	2	resignation	ADSME
30-Aug-99	14	SENIOR BUYER	M	46	White	10	resignation	ADSME
31-Aug-99	13	PROGRAMMER	M	25	Asian	2	resignation	ADSME
30-Sep-99	10	DEVELOPMENT ENGINEER I	F	24	White	2	resignation	ADSME
08-Oct-99	13	PROGRAMMER I	M	25	Asian	3	resignation	ADSME
30-Nov-99	7	SNR DEV ENGINEER (SW) II	M	32	Asian	8	resignation	ADSME
24-Mar-00	9	PROJECT ACCOUNTANT	M	47	White	11	resignation	ADSME
31-Mar-00	13	PROGRAMMER I	M	22	Black	2	resignation	ADSME
31-Mar-00	6	PLANNING MANAGER	M	38	White	4	resignation	ADSME
31-Mar-00	9	SOFTWARE DEVELOPER	F	28	Asian	6	resignation	ADSME
31-Mar-00	8	SNR DEVELOPMENT ENGINEER SW	M	33	Asian	12	resignation	ADSME
30-Apr-00	9	QUALITY ENGINEER	M	36	Asian	4	resignation	ADSME
31-May-00	9	MANAGEMENT ACCOUNTANT	M	45	Asian	18	resignation	ADSME

Date of Discharge	Grade	Full Job Name	Sex	Age	Race	Years Of S	Reason	Site
31-May-00	13	DESIGN DRAUGHTSMAN	M	43	Asian	17	resignation	ADSME
30-Jun-00	3	GENERAL MANAGER SITRON	M	44	Asian	19	resignation	ADSME
31-Jul-00	8	SNR DEV ENGINEER (SW) I	M	28	White	6	resignation	ADSME
31-Jul-00	16	CONTRACTS ADMINISTRATION CLERK	F	45	Asian	4	resignation	ADSME
31-Aug-00	14	DATA INTEGRATOR	F	28	White	4	resignation	ADSME
31-Aug-00	7	SYSTEMS ANALYST	M	29	White	7	resignation	ADSME
31-Aug-00	7	SNR DEV ENGINEER (SW) II	M	29	White	7	resignation	ADSME
10-Oct-00	5	SAN PC PROG MAN	M	53	White	11	resignation	ADSME
31-Oct-00	7	PROGRAM ACCOUNTANT	M	33	White	4	resignation	ADSME
31-Oct-00	11	PROGRAMMER II	M	25	Asian	2	resignation	ADSME
09-Feb-01	10	COURSEWARE WRITER	M	41	White	4	resignation	ADSME
28-Feb-01	15	SECRETARY	F	25	Asian	0	resignation	ADSME
31-Mar-01	5	TECH SPECIALIST	M	50	White	19	resignation	ADSME
31-Mar-01	5	SENIOR SYSTEMS ANALYST	M	43	White	13	resignation	ADSME
31-Mar-01	7	PROJECT MANAGER	M	39	White	12	resignation	ADSME
30-Apr-01	4	SNR PROGRAMME MANAGER	M	48	White	12	resignation	ADSME
30-Apr-01	7	SOFTWARE DEVELOPMENT ENGINEER	M	35	White	8	resignation	ADSME
31-May-01	7	PROGRAMME MANAGER	M	36	Asian	11	resignation	ADSME
31-Aug-01	7	SNR DEVELOPMENT ENGINEER	M	39	White	15	resignation	ADSME
06-Jun-01	9	SOFTWARE DEVELOPER	M	25	Asian	3	resignation	ADSME
86	85		85	86	86	86	86	86

8.3 APPENDIX III - ANALYSIS OF RESIGNATIONS BY CRITICAL EVENTS



APPENDIX III - ANALYSIS OF RESIGNATIONS BY CRITICAL EVENTS

Events	Resignations by month	Month	Number	Mean	
	<Feb-97	Jan-97	0	0	
	<Mar-97	Feb-97	1	1	
	<Apr-97	Mar-97	1	2	
	<May-97	Apr-97	4	6	
	<Jun-97	May-97	0	6	
	<Jul-97	Jun-97	1	7	
	<Aug-97	Jul-97	0	7	
	<Sep-97	Aug-97	1	8	
	<Oct-97	Sep-97	1	9	
	<Nov-97	Oct-97	0	9	
	<Dec-97	Nov-97	1	10	
	<Jan-98	Dec-97	5	15	n = 6.00
	<Feb-98	Jan-98	1	16	x = 1.83
Joint Venture	<Mar-98	Feb-98	3	19	s = 3.37
	<Apr-98	Mar-98	1	20	n = 6.00
	<May-98	Apr-98	3	23	x = 2.67
	<Jun-98	May-98	2	25	s = 3.47
	<Jul-98	Jun-98	3	28	
	<Aug-98	Jul-98	6	34	
	<Sep-98	Aug-98	1	35	
	<Oct-98	Sep-98	1	36	
	<Nov-98	Oct-98	0	36	
	<Dec-98	Nov-98	3	39	n = 6.00
	<Jan-99	Dec-98	3	42	x = 1.50
Acquisition	<Feb-99	Jan-99	1	43	s = 1.50
	<Mar-99	Feb-99	3	46	n = 6.00
	<Apr-99	Mar-99	2	48	x = 1.83
	<May-99	Apr-99	1	49	s = 0.97
	<Jun-99	May-99	1	50	
	<Jul-99	Jun-99	3	53	
	<Aug-99	Jul-99	1	54	
	<Sep-99	Aug-99	2	56	
	<Oct-99	Sep-99	1	57	
	<Nov-99	Oct-99	1	58	
	<Dec-99	Nov-99	1	59	
	<Jan-00	Dec-99	0	59	
	<Feb-00	Jan-00	0	59	
	<Mar-00	Feb-00	0	59	
	<Apr-00	Mar-00	5	64	
	<May-00	Apr-00	1	65	
	<Jun-00	May-00	2	67	
	<Jul-00	Jun-00	1	68	
	<Aug-00	Jul-00	2	70	
	<Sep-00	Aug-00	3	73	n = 6.00
	<Oct-00	Sep-00	0	73	x = 1.83
Relocation Survey	<Nov-00	Oct-00	3	76	s = 1.37
	<Dec-00	Nov-00	0	76	n = 6.00
	<Jan-2001	Dec-00	0	76	x = 1.17
	<Feb-2001	Jan-01	0	76	s = 1.77
Relocation Decision	<Mar-2001	Feb-01	2	78	
	<Apr-2001	Mar-01	3	81	n = 6.00
	<May-2001	Apr-01	2	83	x = 0.83
	<Jun-2001	May-01	1	84	s = 1.77
	<Jul-2001	Jun-01	1	85	n = 6.00
	<Aug-2001	Jul-01	0	85	x = 1.33
	<Sep-2001	Aug-01	1	86	s = 1.07
			86		

4.2.1 Analysis of staff turnover before and after the Joint Venture

n1 = 6.00
x1 = 1.83
s1 = 3.37
n2 = 6.00
x2 = 2.67
s2 = 3.47

ssq = 7.400556
t(calc) = -0.53

df = 10.00

from tables, with alpha = 0.05 and df = 10, two tailed test

t(crit) = 2.228

4.2.2 Analysis of staff turnover before and after the Acquisition

n1 = 6.00
x1 = 1.50
s1 = 1.50
n2 = 6.00
x2 = 1.83
s2 = 0.97

ssq = 1.608333
t(calc) = -0.46

df = 10.00

from tables, with alpha = 0.05 and df = 10, two tailed test

t(crit) = 2.228

4.2.3 Analysis of staff turnover before and after the Relocation Survey

n1 = 6.00
x1 = 1.83
s1 = 1.37
n2 = 6.00
x2 = 1.17
s2 = 1.77

ssq = 1.817222
t(calc) = 0.86

df = 10.00

from tables, with alpha = 0.05 and df = 10, two tailed test

t(crit) = 2.228

4.2.4 Analysis of staff turnover before and after the Relocation Decision

n1 = 6.00
x1 = 0.83
s1 = 1.77
n2 = 6.00
x2 = 1.33
s2 = 1.07

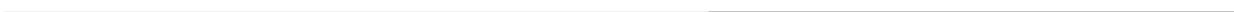
ssq = 2.093889
t(calc) = -0.60

df = 10.00

from tables, with alpha = 0.05 and df = 10, two tailed test

t(crit) = 2.228

8.4 APPENDIX IV - STAFF COMPLEMENT



APPENDIX IV - STAFF COMPLEMENT AS AT NOV 2001

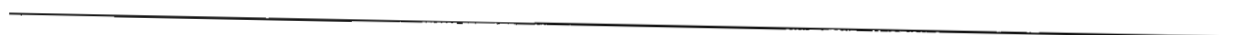
Grade	Age	Gender	Race	Date Joined	Yrs of service
3	42	M	White	01-Apr-85	16
3	52	M	White	01-Jan-01	0
3	48	M	White	19-Jan-87	14
3	44	M	White	01-Sep-88	13
3	68	M	Black	15-Mar-99	2
3	57	M	White	24-Apr-98	3
3	52	M	White	01-Jun-91	10
3	40	M	White	01-May-95	6
4	46	M	White	13-Sep-99	2
4	42	M	White	01-Aug-95	6
4	44	M	White	01-Sep-96	5
4	45	M	White	01-Oct-00	1
4	42	M	White	01-Mar-01	0
5	53	M	White	01-Nov-79	22
5	51	M	White	01-Aug-99	2
5	38	M	White	01-Jan-90	11
5	49	M	White	01-Oct-81	20
5	40	M	Asian	01-May-85	16
5	50	M	White	01-May-96	5
5	45	F	White	01-Mar-01	0
5	37	M	White	01-Mar-96	5
5	57	M	White	29-Oct-62	39
5	41	M	White	01-Jan-89	12
5	41	M	White	01-Aug-91	10
5	57	M	White	01-May-83	18
5	37	M	White	01-Jun-95	6
5	38	M	White	01-Jan-87	14
5	44	M	White	01-Jul-85	16
6	46	M	White	01-Aug-99	2
6	38	M	White	01-Aug-01	0
6	36	M	White	01-Feb-92	9
6	40	M	White	01-Aug-85	16
6	54	M	White	03-May-84	17
6	36	M	White	02-Nov-91	10
6	53	M	White	18-Apr-94	7
6	41	M	White	01-Dec-89	11
6	33	M	White	01-Aug-01	0
6	41	M	White	01-Apr-90	11
6	48	M	White	01-Nov-88	13
6	48	M	White	01-Apr-90	11
6	43	M	White	01-Aug-95	6
6	45	M	White	01-Jan-89	12
6	46	M	White	01-Sep-92	9
6	43	M	White	01-Aug-01	0
6	56	M	White	01-Nov-83	18
7	54	M	White	19-Dec-77	23
7	40	M	White	14-Jul-86	15
7	40	M	White	11-Nov-96	4
7	44	M	White	01-Nov-89	12
7	32	M	White	27-Nov-95	5
7	46	M	White	01-Feb-98	3

Grade	Age	Gender	Race	Date Joined	Yrs of service
7	34	M	White	01-Mar-95	6
7	38	F	Asian	01-May-87	14
7	42	M	Asian	01-Jun-81	20
7	37	M	White	01-Aug-96	5
7	37	M	White	01-Dec-88	12
7	27	M	White	23-Apr-99	2
7	32	M	White	01-Aug-95	6
7	39	M	White	01-Dec-96	4
7	42	F	White	01-Jun-82	19
7	47	M	White	01-Jan-97	4
7	40	M	White	01-Dec-95	5
7	47	F	White	02-Aug-88	13
7	35	M	White	01-Jan-97	4
8	42	M	White	01-Aug-97	4
8	44	M	White	01-Feb-89	12
8	41	M	Asian	01-Aug-92	9
8	51	F	White	02-Oct-86	15
8	46	M	Asian	01-Jun-00	1
8	29	M	White	01-May-99	2
8	47	M	White	01-Jul-89	12
8	40	M	White	19-Jun-95	6
8	42	M	White	01-Jan-97	4
8	39	M	Asian	28-Nov-88	12
8	41	M	Asian	22-May-89	12
8	48	M	White	01-Nov-81	20
8	32	M	White	01-Aug-95	6
8	39	M	White	01-Aug-89	12
8	34	F	White	01-Jan-89	12
8	55	M	White	01-Aug-96	5
8	47	M	White	01-Jun-90	11
8	40	M	White	01-Apr-96	5
8	54	M	White	01-May-94	7
9	42	M	White	01-Sep-96	5
9	46	M	White	01-Jun-97	4
9	40	M	Asian	01-Apr-90	11
9	42	M	White	01-Jan-80	21
9	49	M	White	01-Apr-89	12
9	41	M	Asian	27-Sep-82	19
9	35	F	White	01-Aug-96	5
9	44	M	White	05-Jun-95	6
9	60	M	White	27-May-91	10
9	45	M	White	01-Sep-94	7
9	26	F	White	01-Jan-97	4
9	43	M	White	01-Mar-89	12
9	49	M	White	01-Mar-94	7
9	56	F	White	01-Feb-89	12
9	41	M	White	01-Jun-87	14
9	31	M	Asian	01-Jul-00	1
9	40	M	White	01-Aug-82	19
9	29	M	White	14-Jun-99	2
9	34	M	White	01-Apr-97	4
10	33	M	White	01-Dec-95	5

Grade	Age	Gender	Race	Date Joined	Yrs of service
10	23	M	White	01-Jan-01	0
10	22	M	Black	09-Oct-01	0
10	36	M	Asian	20-Mar-89	12
10	23	M	White	21-Aug-01	0
10	24	M	White	15-Feb-01	0
10	23	M	White	20-Nov-00	0
10	22	M	White	20-Nov-00	0
10	28	M	White	01-Aug-92	9
10	54	M	White	01-Apr-90	11
11	58	M	White	01-Aug-84	17
11	41	M	Asian	07-Sep-92	9
11	40	M	Asian	01-Mar-89	12
11	25	F	White	01-Apr-00	1
11	57	M	Asian	01-Sep-82	19
11	54	M	Asian	01-Oct-75	26
12	34	F	White	01-Apr-98	3
12	50	M	White	01-Aug-94	7
12	49	F	White	01-Jun-82	19
12	45	M	White	01-Mar-85	16
12	51	F	White	29-Aug-85	16
12	62	F	White	01-May-89	12
12	42	M	Asian	15-Nov-82	18
12	41	M	Asian	01-Oct-87	14
12	34	M	Black	01-Oct-99	2
12	37	F	White	01-Feb-96	5
12	35	M	White	07-Aug-00	1
12	33	F	White	22-Aug-95	6
12	34	M	White	23-Jul-99	2
12	33	M	Asian	25-Jun-90	11
12	46	F	White	01-Jun-96	5
12	43	F	White	24-Mar-99	2
13	42	F	White	01-Jun-97	4
13	40	M	Asian	01-Apr-81	20
13	40	M	Asian	15-Nov-88	12
13	36	F	White	15-May-97	4
13	31	F	Asian	06-Jul-01	0
13	49	M	Asian	17-May-85	16
13	26	F	White	17-May-95	6
13	41	F	White	01-Aug-96	5
13	32	F	White	01-Sep-96	5
13	38	F	White	01-May-95	6
13	35	F	White	01-Aug-91	10
14	50	M	Black	01-Jun-86	15
14	28	M	Asian	01-Apr-00	1
14	45	M	Asian	01-Jul-96	5
14	45	F	White	01-Oct-00	1
14	52	M	Asian	13-Sep-71	30
14	40	F	Asian	01-Jan-97	4
14	54	M	Asian	01-May-87	14
14	39	F	White	01-Jul-94	7
15	36	F	White	01-Jun-00	1
15	32	F	White	07-Oct-91	10

Grade	Age	Gender	Race	Date Joined	Yrs of service
15	51	M	Asian	01-May-00	1
15	35	M	White	08-Oct-87	14
15	43	F	White	01-Mar-94	7
15	27	F	White	01-Jun-94	7
15	43	M	Black	01-Mar-87	14
15	49	F	White	16-Apr-68	33
16	47	F	Asian	27-Apr-87	14
16	43	F	White	14-May-90	11
16	46	F	Asian	01-Mar-97	4
16	48	F	White	17-Jul-89	12
16	62	M	Black	01-Sep-95	6
16	38	M	Asian	01-Jul-87	14
16	46	M	Black	01-Oct-96	5
16	60	F	Asian	01-Mar-96	5
16	45	F	White	23-Oct-89	12
16	59	F	White	25-Nov-85	15
16	52	F	Black	02-Apr-85	16
16	40	F	White	01-Aug-91	10
17	52	M	Asian	18-Jan-72	29
17	40	M	Asian	03-May-84	17
17	45	M	Asian	09-Oct-87	14
17	55	F	White	07-Oct-89	12
17	38	M	Black	20-Jan-86	15
17	44	M	Black	01-Mar-87	14
17	42	F	Asian	16-Oct-89	12
17	32	M	Asian	16-Mar-87	14
17	44	M	Asian	23-May-83	18
17	31	F	Asian	01-Dec-89	11
17	49	M	Asian	01-Nov-74	27
17	29	F	White	01-Jun-95	6
17	36	F	Asian	01-Apr-86	15
17	40	F	Asian	02-Dec-90	10
18	34	M	Black	01-Apr-91	10
18	40	M	Black	01-Jun-90	11
18	41	M	Black	01-Mar-97	4
	28	F	White	25-Jan-99	2
	41	M	White	01-Jul-90	11
	31	F	Asian	01-Jun-91	10
	41	M	Asian	14-Jan-80	21
	41	F	Asian	17-Aug-87	14
	40	F	Asian	23-Jan-89	12
190	196	196	196	196	196

8.5 APPENDIX V - ANALYSIS OF RESIGNATIONS BY BIOGRAPHICAL VARIABLES



APPENDIX V - ANALYSIS OF RESIGNATIONS BY BIOGRAPHIC VARIABLES

M
F

Resignations by Gender	fo	fo(%)	fe	fe(%)	chi sq calc
Male	58	87%	49	73%	1.70
Female	9	13%	18	27%	4.59
Total	67	100%	67	100%	6.29

From chi square tables
 alpha = 0.05
 df = 1
 chi sq (crit) = 3.84

Resignations by Race	fo	fo(%)	fe	fe(%)	chi sq calc
White	39	58%	47	70%	1.31
Asian	26	39%	16	23%	6.71
Coloured	0	0%	0	0%	0.00
Black	2	3%	4	7%	1.34
Total	67	100%	67	100%	9.37

From chi square tables
 alpha = 0.05
 df = 3
 chi sq (crit) = 7.82

CALC

<6
<11
<16
<21

Resignations by Grade	fo	fo(%)	fe	fe(%)	chi sq calc
1 to 5	8	12%	10	15%	0.36
6 to 10	33	49%	30	44%	0.39
11 to 15	24	36%	17	26%	2.61
16 to 20	2	3%	10	15%	6.62
Total	67	100%	67	100%	9.97

8
41
65
67

From chi square tables
 alpha = 0.05
 df = 3
 chi sq (crit) = 7.82

CALC

<20
<30
<40
<50
<60
<70

Resignations by Age	fo	fo(%)	fe	fe(%)	chi sq calc
0 to 19	0	0%	0	0%	
20 to 29	20	30%	6	9%	34.64
30 to 39	22	33%	16	24%	1.91
40 to 49	20	30%	33	49%	5.01
50 to 59	5	7%	10	15%	2.69
60 to 69	0	0%	2	3%	1.71
Total	67	100%	67	100%	45.96

0
20
42
62
67
67

From chi square tables
 alpha = 0.05
 df = 5
 chi sq (crit) = 11.07

CALC

<5
<10
<15
<20
<25
<40

Resignations by Years of Service	fo	fo(%)	fe	fe(%)	chi sq calc
0 to 5	23	34%	17	26%	2.04
5 to 9	11	16%	15	23%	1.25
10 to 14	21	31%	21	31%	0.00
15 to 19	10	15%	9	13%	0.14
20 to 24	2	3%	3	4%	0.20
25+	0	0%	2	3%	2.05
Total	67	100%	67	100%	5.68

23
34
55
65
67
67

From chi square tables
 alpha = 0.05
 df = 5
 chi sq (crit) = 11.07

8.6 APPENDIX VI – ANALYSIS OF REASONS FOR LEAVING



APPENDIX VI - ANALYSIS OF REASONS FOR LEAVING

Date of Discharge	Surname	First Name	Grade	Full Job Name	Sex	Age	Race	Years Of Service	Reason	Site	REASON FOR LEAVING					
31-Aug-01			7	SNR DEVELOPMENT ENGINEER	M	39	White	15	resignation	ADSME	16b					
06-Jun-01			9	SOFTWARE DEVELOPER	M	25	Asian	3	resignation	ADSME	2b	3b				
31-May-01			7	PROGRAMME MANAGER	M	36	Asian	11	resignation	ADSME	2b	3b				
30-Apr-01			4	SNR PROGRAMME MANAGER	M	48	White	12	resignation	ADSME	1b	2b	6b			
30-Apr-01			7	SOFTWARE DEVELOPMENT ENGINEER	M	35	White	8	resignation	ADSME						
31-Mar-01			5	TECH SPECIALIST	M	50	White	19	resignation	ADSME	1b	6b	10b			
31-Mar-01			5	SENIOR SYSTEMS ANALYST	M	43	White	13	resignation	ADSME	1b	3b	13b	16b		
31-Mar-01			7	PROJECT MANAGER	M	39	White	12	resignation	ADSME	16b					
28-Feb-01			15	SECRETARY	F	25	Asian	0	resignation	ADSME	1b	2b	3b	6b	9b	12b
09-Feb-01			10	COURSEWARE WRITER	M	41	White	4	resignation	ADSME	16b					
31-Oct-00			7	PROGRAM ACCOUNTANT	M	33	White	4	resignation	ADSME						
31-Oct-00			11	PROGRAMMER II	M	25	Asian	2	resignation	ADSME	2b					
10-Oct-00			5	SAN PC PROG MAN	M	53	White	11	resignation	ADSME						
31-Aug-00			14	DATA INTEGRATOR	F	28	White	4	resignation	ADSME	1b					
31-Aug-00			7	SYSTEMS ANALYST	M	29	White	7	resignation	ADSME						
31-Aug-00			7	SNR DEV ENGINEER (SW) II	M	29	White	7	resignation	ADSME	1b	2b	3b			
31-Jul-00			8	SNR DEV ENGINEER (SW) I	M	28	White	6	resignation	ADSME	1a	2a	3a			
31-Jul-00			16	CONTRACTS ADMINISTRATION CLERK	F	45	Asian	4	resignation	ADSME						
30-Jun-00			3	GENERAL MANAGER SITRON	M	44	Asian	19	resignation	ADSME						
31-May-00			9	MANAGEMENT ACCOUNTANT	M	45	Asian	18	resignation	ADSME						
31-May-00			13	DESIGN DRAUGHTSMAN	M	43	Asian	17	resignation	ADSME						
30-Apr-00			9	QUALITY ENGINEER	M	36	Asian	4	resignation	ADSME						
31-Mar-00			13	PROGRAMMER I	M	22	Black	2	resignation	ADSME						
31-Mar-00			6	PLANNING MANAGER	M	38	White	4	resignation	ADSME						
31-Mar-00			9	SOFTWARE DEVELOPER	F	28	Asian	6	resignation	ADSME						
31-Mar-00			8	SNR DEVELOPMENT ENGINEER SW	M	33	Asian	12	resignation	ADSME						
24-Mar-00			9	PROJECT ACCOUNTANT	M	47	White	11	resignation	ADSME						
30-Nov-99			7	SNR DEV ENGINEER (SW) II	M	32	Asian	8	resignation	ADSME						
08-Oct-99			13	PROGRAMMER I	M	25	Asian	3	resignation	ADSME						
30-Sep-99			10	DEVELOPMENT ENGINEER I	F	24	White	2	resignation	ADSME						
31-Aug-99			13	PROGRAMMER	M	25	Asian	2	resignation	ADSME						
30-Aug-99			14	SENIOR BUYER	M	46	White	10	resignation	ADSME						
30-Jul-99			11	IT TECHNICIAN	M	29	White	2	resignation	ADSME						
30-Jun-99			13	TECHNICIAN III	M	27	Asian	6	resignation	ADSME	1a	2a				
30-Jun-99			7	SENIOR S/W DEVELOPMENT ENGINEER	M	36	Asian	11	resignation	ADSME						
18-Jun-99			7	SNR DEV ENGINEER (SW) II	M	36	White	6	resignation	ADSME						
31-May-99			3	EXECUTIVE DIRECTOR	M	52	White	24	resignation	ADSME						
30-Apr-99			4	DIVISIONAL MANAGER	M	43	White	24	resignation	ADSME						
31-Mar-99			10	SENIOR NETWORK TECHNICIAN	M	43	White	11	resignation	ADSME	3a	5a				
15-Mar-99			14	CONFIGURATION CONTROLLER	M	24	Asian	3	resignation	ADSME						
28-Feb-99			7	PROJECT MANAGER	M	41	White	19	resignation	ADSME						
28-Feb-99			12	MECHANICAL TECHNICIAN	M	37	Asian	12	resignation	ADSME						
05-Feb-99			15	PRODUCTION CONTROLLER	M	45	Asian	14	resignation	ADSME						
22-Jan-99			8	QUALITY ENGINEER	M	41	White	4	resignation	ADSME						
31-Dec-98			12	SENIOR DRAUGHTSMAN	F	54	White	16	resignation	ADSME						
31-Dec-98			11	SENIOR CONFIGURATION OFFICER	M	37	Asian	11	resignation	ADSME						
15-Dec-98			9	TRAINING COORDINATOR	F	48	White	11	resignation	ADSME						
30-Nov-98			12	PROGRAMMER	F	27	White	4	resignation	ADSME						

Date of Discharge	Surname	First Name	Grade	Full Job Name	Sex	Age	Race	Years Of Service	Reason	Site	REASON FOR LEAVING				
30-Nov-98			13	PROGRAMMER I	M	25	White	3	resignation	ADSME					
27-Nov-98			9	PROJECT ENGINEER	M	35	White	4	resignation	ADSME					
30-Sep-98			9	SOFTWARE DEVELOPMENT ENGINEER	M	28	White	5	resignation	ADSME					
31-Aug-98			10	SENIOR TECHNICIAN	M	41	Asian	16	resignation	ADSME					
31-Jul-98			12	TECHNICIAN	M	33	White	4	resignation	ADSME					
31-Jul-98			12	MECHANICAL TECHNICIAN	M	43	White	14	resignation	ADSME					
31-Jul-98			14	DETAIL DRAUGHTSMAN	M	44	Asian	16	resignation	ADSME					
31-Jul-98			14	QUALITY CONTROL INSPECTOR	M	50	Asian	12	resignation	ADSME					
31-Jul-98			13	MECHANICAL TECHNICIAN	M	39	Asian	16	resignation	ADSME					
31-Jul-98			16	LABORATORY ASSISTANT	M	35	Black	11	resignation	ADSME					
30-Jun-98			11	CONTRACTS ADMINISTRATOR	M	28	White	4	resignation	ADSME					
30-Jun-98			8	SENIOR DEVELOPMENT ENGINEER	M	34	Asian	11	resignation	ADSME	3a				
30-Jun-98			8	SYSTEMS ANALYST	M	48	White	11	resignation	ADSME					
31-May-98			9	DEPARTMENT MANAGER	M	34	White	8	resignation	ADSME					
30-May-98			9	MAINTENANCE AND SUPPORT TECH	M	30	White	4	resignation	ADSME					
30-Apr-98			10	SOFTWARE DESIGN ENGINEER	M	28	White	4	resignation	ADSME	6a	10a			
30-Apr-98			5	DEPARTMENT MANAGER	M	44	White	13	resignation	ADSME	5a				
30-Apr-98			7	PROJECT MANAGER	M	39	Asian	12	resignation	ADSME	1a	3a			
31-Mar-98			14	INSTRUCTIONAL WRITER	F	36	White	5	resignation	ADSME					
28-Feb-98			8	MEES FACILITY MANAGER	M	41	White	5	resignation	ADSME					
28-Feb-98			8	SENIOR S/W DEVELOPMENT ENGINEER	M	39	White	12	resignation	ADSME	1a	3a			
28-Feb-98			10	SOFTWARE DESIGN ENGINEER	F	30	Asian	8	resignation	ADSME					
31-Jan-98			10	SOFTWARE DESIGN ENGINEER	F	30	White	5	resignation	ADSME					
31-Dec-97			5	DEPARTMENT MANAGER	M	35	White	6	resignation	ADSME	3a	10a			
31-Dec-97			11	SENIOR SOFTWARE PROGRAMMER	M	29	White	5	resignation	ADSME					
31-Dec-97			10	HUMAN RESOURCES OFFICER	M	37	Black	4	resignation	ADSME					
31-Dec-97			9	PROJECT CO-ORDINATOR	M	64	White	8	resignation	ADSME					
31-Dec-97			13	CONFIGURATION OFFICER	M	48	Asian	15	resignation	ADSME	5a				
30-Nov-97			6	SENIOR DEVELOPMENT ENGINEER	M	37	White	10	resignation	ADSME					
30-Sep-97			9	SOFTWARE DEVELOPMENT ENGINEER	M	37	White	4	resignation	ADSME					
15-Aug-97			16	DEPARTMENT SECRETARY	F	35	White	4	resignation	ADSME					
30-Jun-97			16	TRAVEL SECRETARY	F	27	White	5	resignation	ADSME					
30-Apr-97			7	SYSTEMS ENGINEER (HARDWARE)	M	61	White	15	resignation	ADSME					
30-Apr-97					M	30	White	4	resignation	ADSME					
30-Apr-97			16	SECRETARY	F	28	White	9	resignation	ADSME					
30-Apr-97			7	PRODUCT DEVELOPMENT MANAGER	M	44	White	10	resignation	ADSME					
31-Mar-97			9	SOFTWARE DESIGN ENGINEER	M	35	White	4	resignation	ADSME					
28-Feb-97			9	SENIOR CONTRACTS ADMINISTRATOR	F	35	White	8	resignation	ADSME	1a	3a			

TOTAL

23

REASONS FOR LEAVING - OLD QUESTIONNAIRE			
Category	Reason	Groups	Number
1a	Improved Remuneration	1	5
2a	Improved Employment Conditions	2	2
3a	Improved Career prospects	3	7
4a	Domestic/Personal	7	0
5a	Enter own business	4	3
6a	Inter group transfer	7	1
7a	Immigration	7	0
8a	Pregnancy	7	0
9a	Spouse transfer	7	0
10a	Other	7	2

REASONS FOR LEAVING - NEW QUESTIONNAIRE			
Category	Reason	Groups	Number
1b	Better Job Opportunity	3	6
2b	Type of work	5	6
3b	Rate of pay	1	5
4b	Self employment	7	0
5b	Illness or physical	7	0
6b	Advancement unencouraging	3	3
7b	Excessive job pressure	2	0
8b	Fringe benefits	1	0
9b	Travel Reasons	7	1
10b	Inadequate training	2	1
11b	Supervisor	2	0
12b	Commuting distance	7	1
13b	Family circumstances	7	1
14b	Working conditions	2	0
15b	Resume full time studies	7	0
16b	Relocation	6	4
			48
			48

BOTH QUESTIONNAIRES BY GROUPS		
Group	Reason	Number
1	Remuneration	10
2	Employment conditions	3
3	Improved career prospects	16
4	Own business	3
5	Type of work	6
6	Relocation	4
7	Other	6
	Total	48