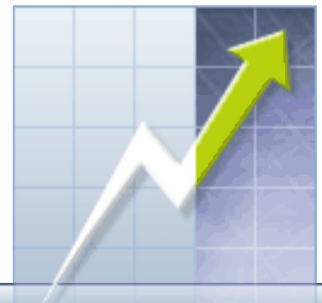


THE NEW ZEALAND STAFF TURNOVER SURVEY



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1. LIST OF CONTRIBUTING ORGANISATIONS

294 New Zealand Organisations with 65 staff or more have participated, a response rate of 20% of the population.

ABB Limited	Cardlink Systems Limited	Farmers' Mutual Insurance Association
Accident Compensation Corporation	Carters	Feltex Carpets Ltd
AD Instruments	Caspex Corporation Ltd	Fire Security Services Limited
Addington Events Centre	Castle Corp (A Division of the Rotorua District Council	First Assistance
Aderant	CCS Northern Region	Fisher & Paykel Appliances
AgResearch	Cendant Car Rental Group	Fonterra Clondeboye
Air New Zealand Limited	Cerebos Gregg's Ltd	Foodstuffs Auckland Ltd
Airways New Zealand	Chapman Tripp	Fuelquip NZ Limited
AIS St Helens	Charles Parsons (NZ) Ltd	Fulton Hogan Ltd
Alloy Yachts International Ltd	Christchurch City Council	General Cable New Zealand Ltd
Alto Plastics Limited	Christchurch Polytechnic	Genesis Power
Aluminium Systems (NZ) Ltd	Coca-Cola Amatil	Glovers Food Ltd
American International Assurance Limited	Colliers International NZ Ltd	Grand Mercure St Montz
AMI Insurance Ltd	Commerce Commission	Guardian Healthcare Group
AMP Financial Services	Competenz Industry Training	Haines NZ Limited
ANZCO Foods Limited	Connetics Limited	Hamilton City Council
Arche Technologies NZ Ltd	Corporate Express New Zealand Ltd	Hanover Group
Architectural Profiles Limited	Cottonsoft Limited	Harrison Grierson Consultants Limited
Arcus Investments	Counties Manukau District Health Board	Harvey Furnishings
ASB Bank Ltd	Counties Power Ltd	Hastings District Council
Aspec Construction Limited	Crown law office	Hauraki District Council
Aviation Security Service	Croxley	Health Care of New Zealand Ltd
Barfoot & Thompson Commercial	Datamail	Healtheries of New Zealand Ltd
Bay of Plenty District Health Board	Department of Building and Housing	Heart Foundation of New Zealand
Bay of Plenty Times Limited	Department of Child Youth & Family Services	Honda New Zealand Ltd
Baycorp Advantage	Department of Conservation	Horticultural & Food Research Institute of NZ
BDM Grange Ltd	Department of Corrections	Housing NZ Ltd
Bedpost	Department of Labour	Hyundai Automotive New Zealand Ltd
Bendon Ltd	Designer Textiles International Ltd	IAG New Zealand Limited
Blue Chip New Zealand Ltd	Desktop Technology Services Limited	IHC
Blue Sky Meats (NZ) Limited	DHL Danzas Air & Ocean	Imperial Tobacco New Zealand
BOC Gases New Zealand Limited	Digital Mobile	Independent Practice Association
Boltmasters Auckland Limited	Douglas Manufacturing	Infinity Solutions Ltd
Bunnings Ltd	Downer Connect Ltd	Invercargill City Council
Burger King	Eagle Technology	Invitrogen
CablePrice (NZ) Ltd	EAP Services Ltd	J Ballantyne & Co Ltd
Cadbury	Edtech Limited	James Gilmour & Co Ltd
Calcon Ltd	Education Review Office	Jenkins Labels Limited
Callplus Ltd	ElderCare New Zealand Ltd	Kings Plant Barn
Caltex Oil	Energex	Kohler New Zealand Ltd
Cambridge Clothing Co Ltd	Environment Bay of Plenty	Land Information New Zealand
Canon New Zealand Limited	EnviroWaste Services Ltd	Langham Hotel
Canterbury Development Corporation	Ernst & Young Group Ltd	Legal Services Agency
Canterbury District Health Board	ESR	Les Mills New Zealand
Canterbury Regional Council	Far North District Council	Liquorland
Capital & Coast District Health Board		

Livestock Improvement Corporation Ltd
Longbeach Holdings Ltd
Lynfield College
Mainland Poultry Group
Mainzeal Property & Construction
Manukau City Council
Manukau Institute of Technology
Matamata Piako District Council
McK Metals Pacific
McRae Engineering Limited
Merck Sharp & Dohme (NZ) Limited
MercyAscot
Metlifecare Limited
Metropolitan Waste Limited
Metrowater Ltd
Mico Metals
MidCentral District Health Board
Ministry of Economic Development
Ministry of Education
Ministry of Health
Ministry of Research Science and Technology
Ministry of Social Development
MWH New Zealand Ltd
National Bank of New Zealand Ltd
Navman New Zealand
NCR (NZ) Corporation
NDA Engineering
Neilsen Media
Nestle` New Zealand Ltd
New Zealand Couriers Limited
New Zealand Post Ltd
New Zealand Qualifications Authority - Mana Tohu Maturanga O Aotearoa
New Zealand Refining Company Ltd
New Zealand School Trustees Association
New Zealand Steel Ltd
New Zealand Sugar Company Limited - Chelsea Sugar
New Zealand Window Shades Ltd
Neways International (NZ) Limited
Ngai Tahu
NIWA
Nobilo Wine Group Ltd
Norris Ward McKinnon Lawyers
North Shore City Council
Nuplex Industries Ltd - Administration
OCS Limited
OfficeMax New Zealand Limited
Opus International Consultants Ltd

Orica Consumer Products
Orion NZ Ltd
Oscmar International Limited
Otago Regional Council
Pacific Pharmaceuticals Ltd
Pacific Wallcoverings Limited
Palmers & Mitre 10
Palmerston North City Council
Panasonic NZ Ltd
PayGlobal Limited
PBT Couriers Limited
Perry Group
Pfizer Global Pharmaceuticals
Pilkington (N.Z.) Ltd
Plastic Box & Para Rubber
Presbyterian Support (Otago)
Qantas Airways Ltd
QBE Insurance
R & R Sport
Radio New Zealand Ltd
Ravensdown Fertiliser Co-operative Ltd
Recall Total Information Management
Recreational Services
Red Stag Timber Limited
Regency Duty Free
Renaissance Ltd
Rentokil Initial
Reserve Bank of New Zealand
Restaurant Brands Ltd
Richmond Fellowship NZ
Royal NZ Plunket Society
Saeco Bearings & Transmission
SCA Hygiene Australasia
Scion Research
Sealed Air (New Zealand)
Sealord Group Ltd
Securities Commission
Siemens NZ Ltd
Sinclair Knight Merz Ltd
Sinclair Knight Merz Ltd
Skellerup Industries Limited
SKF New Zealand Limited
SkyCity
Smith & Nephew Ltd
Smith and Caughey's
Soar Printing Co Limited
South Taranaki District Council
Southland Building Society
Spicers Paper
Spotlight Stores
Staples Rodway
State Services Commission

Statistics New Zealand
Tauranga City Council
Te Puni Kokiri
Tegel Foods Limited
Telecom
TelstraClear Ltd
Thames-Coromandel District Council
The Hilton Auckland
The Laminex Group
The Moving Company
The New Zealand Herald
The NZ Ministry of Defence
The Open Polytechnic of New Zealand
The Simpl Group
The Treasury
Todd Energy
TOWER New Zealand Limited
Trans Otway Limited
Transpower New Zealand Limited
Trimble Navigation NZ Ltd
TrustPower Limited
Tubepack Ltd
Tyco Electronic New Zealand Ltd
UDC Finance
Unitec Institute of Technology
United Group (NZ) Ltd
USL Medical
Vero Insurance New Zealand
Visy Board New Zealand
Vodafone New Zealand
Waimakariri District Council
Waipa District Council
Waitemata District Health Board
Wallace Corporation Limited
Wanganui District Council
Warehouse Stationery
West Auckland Trust Services
Western Bay of Plenty District Council
Western Mailing Limited
Westfield (NZ) Ltd
Weyerhaeuser NZ Inc
Whangarei District Council
Whitireia International
Wickliffe Limited
Woolworths Supermarket

2. KEY FINDINGS

Major differences exist between different industry sectors with a spread of ranging from 9% to 36%

Wide ranges exist within industry sectors with some organisations significantly out-performing their competitors.

Traditional stereotypes about Public sector versus Private sector don't necessarily apply. In some regions Public sector turnover is higher than Private sector turnover

The size of the organisation is correlated with the level of turnover

Major regional differences exist and there are also significant differences between New Zealand's large cities

Turnover in the first 12 months tenure is surprisingly high. This suggests some organisations are doing much better than others with their Recruitment and Induction programmes.

Similarly, there is wide variation in turnover for employees of greater than 12 months tenure. One explanation is that Organisation Culture has a real impact on rates of Retention. As above, this implies some organisations are doing much better than others at developing their desired culture.

3. NATIONAL AVERAGE FOR STAFF TURNOVER

290 organisations with more than 65 staff across all industries and regions of New Zealand had an Average Staff Turnover of 20.4%.

4. TURNOVER BY REMUNERATION BRACKET

See graph on category page.

5. OBTAINING A FULL REPORT

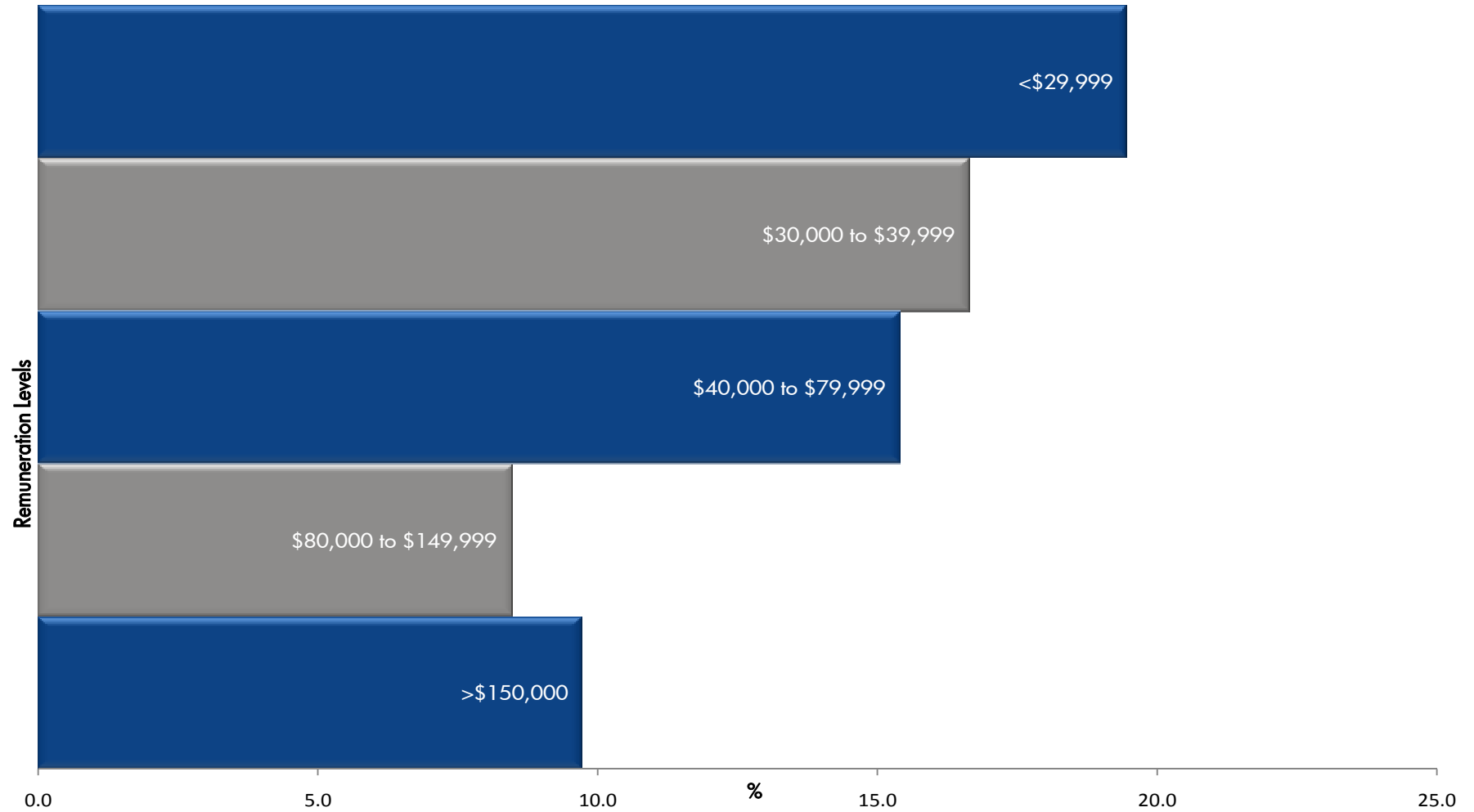
A sample of the full report can be viewed at <http://www.onlineexecutivesearch.co.nz/nzsts.html>

To request a fully customised in depth report please contact

Marcus Clark DDI (09) 6317391, marcus@onlineexecutivesearch.co.nz or

Martin Price DDI (9) 638 3368, martin@onlineexecutivesearch.co.nz

TURNOVER BY REMUNERATION LEVEL



6. STATISTICAL NOTES

- The population for the survey is 1,473 organisations in New Zealand, identified according to public-record, as understood to have 65 staff or more. 294 organisations participated, a response rate of 20% which is very high for a survey of a general population and about double the participation rate required for the data to be robust.
- Contact points within organisations is by way of job title, this being Human Resources and senior management personnel.
- The survey method is via email and web-based questionnaire.
- A specific limitation to the accuracy of the data in this particular survey is the availability of HRIS technology within all participant organisations that enables all participants to answer all questions without using estimates i.e. where data was not known, the survey questionnaire asked participants to provide an estimate.
- Generally accepted limits that apply to data accuracy in numerical surveys apply also to this survey.
- Some questions had lower response rates than others, sample sizes are noted in the tables. This is due to either, lower response to some questions (question not answered), or some questions not intended to be relevant to all participants e.g. job family where no organisation has all the jobs mentioned.

6. RESPONSE RATES BY CATEGORY

Responses by Job Family		Responses By Industry	
Category	Responses per Category	Category	Responses per Category
Senior Management	136	All Industries	294
Accounting	128	Primary Industry	9
Human Resources	111	Banking & Finance	20
IT&T	111	Building Products	9
Legal	40	Consumer durables	10
Customer Service	87	Crown Entity	12
Policy	37	Education provider (public & private)	8
Case Worker	21	Utilities	11
Enforcement	13	Engineering & tech products	14
Science & Technology	25	Fastfood, Hospitality & Tourism	7
Broking & Investment	12	FMCG	9
Sales	80	General Services	7
Marketing & PR	85	Government Dept	9
Retail & Hospitality	17	Government Ministry	8
Engineering	54	Healthcare provider (public & private)	13
Trades & Techs	52	IT&T	17
Manufacturing & Transport	48	Local Authority	25
		Media & Advertising	5
		Non-profit	6
		Industrial products	7
		Pharma/medical products	7
		Print, Packaging & Paper	9
		Professional Services	14
		Property & Construction	7
		Research & Development	5
		Retail	17
		Technical services, Repair & Maintenance	2
		Transport Services	12
Responses by Revenue/Baseline Budget			
Category	Responses per Category		
Private - Revenue <\$50M	68		
Public - Spend <\$50M	35		
Private - Revenue \$50M - \$250M	85		
Public - Spend \$50M - \$250M	33		
Private - Revenue >\$250M	39		
Public - Spend >\$250M	16		

Responses by Region		Responses by Tenure	
Category	Responses per Category	Category	Responses per Category
Auckland	124	<12 months	140
Waikato	62	>12 months	148
Wellington	79		
Rest of North Island	69		
Christchurch	84	Responses Voluntary vs Involuntary Turnover	
Rest of South Island	49	Category	Responses per Category
		Voluntary	143
		Involuntary	136
Responses by Remuneration Level		Responses by Staff Size	
Category	Responses per Category	Category	Responses per Category
>\$150,000	73	<100 Staff	53
\$80,000 to \$149,999	147	100 - 700 Staff	165
\$40,000 to \$79,999	171	>700 Staff	70
\$30,000 to \$39,999	158		
<\$29,999	110		

8. ABOUT THE AUTHORS

The New Zealand Staff Turnover Survey is owned and administered by Online Executive Search Ltd (www.onlineexecutivesearch.co.nz), an executive search and human resources strategy consulting firm. Our Consulting team is:

Martin Price - Director

Martin worked as a Recruitment Consultant and Regional Manager with profit-centre accountability in the executive recruitment industry for eight years before joining Telecom New Zealand. He held several senior Human Resources Manager roles over an eight-year period for the Telecom group, including General Manager Human Resources (Acting), Head of Organisational Development and Head of Remuneration & Benefits. He then established HR Equations Ltd, a strategic HR consulting firm, in 2001 and in January 2006 he purchased a 50% share in Online Executive Search Ltd.. He has a BA (Psychology & Marketing) from Auckland University.

Marcus Clark - Director

Marcus has 9 years experience in executive recruitment gained in large consultancies including 3 years with Sheffield. He established Online Executive Search Ltd 3 years ago. Prior to entering the recruitment industry, Marcus spent 10 years as the Managing Principal of a consultancy specialising in contract commercial management of agribusiness enterprises owned by offshore investors. Marcus has a BSc (Industrial & Organisational Psychology) from Canterbury University.

Jo Mills - Associate

Jo has 6 years experience in executive recruitment gained in large consultancies and in-house recruitment roles, including 2 years with Sheffield and 2 years as an HR Advisor with OfficeMax (formerly Boise Office Products). Whilst with OfficeMax she gained extensive experience in managing large-scale recruitment projects and assessment centres for customer service and sales staff. Jo has a BSocSci in Psychology & Sociology, a Graduate Certificate in Career Development and is currently studying for an MA in Psychology.