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RECRUITMENT

AN EVALUATION OF O.D.M. PROCEDURES

JANUARY 1976

MANPOWER PLANNING UNIT

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PREFACE

Each year the Overseas Development Administration (ODA) commissions a number of ex-post evaluation studies with two aims in mind; firstly, to assess the effectiveness of its aid activities and secondly, to learn lessons for improving the effectiveness of future aid activities.

This evaluation is one such study.

Evaluation studies are undertaken by individuals or by teams especially recruited for their particular knowledge with regard to the subject under study. Sometimes these teams will include personnel from ODA (increasingly teams are a mix of ODA and external personnel).

In all cases the reports and conclusions are attributable to the authors, who are finally responsible for their contents, and not to ODA.

Evaluation Unit
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RECRUITMENT - AN EVALUATION OF CERTAIN ASPECTS OF ODM'S PROCEDURES BY THE MPU

INTRODUCTION

1. As part of its continuing programme of evaluation and review of various aspects of ODM's technical assistance programme, the MPU (in conjunction with the relevant Departments in ODM and with TETOC, IUC, and the British Council) organised during 1975 five surveys of various aspects of ODM's recruitment procedures. Rather than distribute these reports separately, it has been decided to treat them as a whole, and this first section summarises the main points arising from the five surveys and lists the principal recommendations.

MAIN TOPICS COVERED

2. The five studies were designed to throw light on the following questions:

- (1) Are ODM's recruitment procedures capable of ensuring that there will be an adequate supply of experts available in the RNR field to support the new rural-oriented aid policy? (Report No. 1, by I Brunskill).
- (2) In the same context, is the Natural Resources Studentship Scheme achieving its purpose of increasing the supply of trained people in agriculture and natural resources? (Report No. 2, by C Flemming).
- (3) Is the ODM doing enough to encourage ex-volunteers to apply for subsequent posts overseas? (Report No. 3, by C Healey).
- (4) In view of the difficulties ODM has encountered in filling TA posts for engineers, is there anything more ODM can do to encourage engineers who have already served abroad to take up further overseas appointments? (Report No. 4, by C Healey).
- (5) Is there anything ODM can do to reduce the rate of withdrawals of applications on the part of people who have applied for overseas posts? (Report No. 5 by T. Blackford).

MAIN FINDINGS AND RECOMMENDATIONS

(1) Recruitment of RNR Personnel (Report No. 1)

- (a) ODM should increase incentives for applicants with children to work abroad (para. 5).
- (b) ODM recruitment procedures are weak with respect to the re-recruitment of experts who have already served terms overseas. In particular, CSR and ODM

/Appointments

Appointments Officers should carry out a further review of their present systems of alerting returning experts to the fresh openings abroad that may be available to them. The ODM should take positive steps to reappoint returning experts (para.14).

- (c) The ODM should reinforce its support for those universities which give training in the RNR field (para.16).
- (d) The ODM should make use of the FAO Associate Expert Scheme (para.18).

(2) Effectiveness of NRSS as an Avenue of Recruitment (Report No. 2)

- (e) To avoid students being rejected for overseas posts after graduating, the ODM should give more encouragement to LDCs to accept NRSS students, even though they may have had little overseas experience. Alternatively, the ODM should arrange for NRSS graduates to work alongside experts abroad so that they can gain the necessary experience (para.1.5).
- (f) More efforts should be made to attract ex-VSOs and supplemented staff into the NRSS scheme, as they already have useful overseas experience (paras 6 and 6.1).
- (g) ODM should take the initiative in trying to allocate NRSS students to overseas posts before they complete their courses, to avoid frustrating delays. Lists of vacancies should be circulated to students before they complete their courses (para.2.3).
- (h) The ODM should keep records of those students who complete one tour but do not take up a second one under the auspices of the ODM. Such students may well have gone overseas on alternative arrangements, and it is important for an assessment of the effectiveness of the NRSS for ODM to know about this (para.3.4).
- (i) A card index should be kept of NRSS personnel (and possibly others) working overseas, and lists of vacancies overseas should be circulated to them before they are due to return to the UK on completion of their assignments (paras. 3.5 and 6.1).

(3) Ex-Volunteers (Report No. 3)

- (j) The standard letter sent to returning VSOs needs to be amended in ways suggested in the report. It would be better for the letter not to be sent to the VSOs' home addresses in the UK (because they often get lost) but to their overseas addresses before they return home (para.12).

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- (k) Vacancies for overseas posts should be advertised not only in the traditional newspapers but also in the Sun, the Daily Mirror, and the "New Civil Engineering" in the case of technical and agricultural posts, and more use should be made of the VSO organisation's own publications. ODM should pay for a special supplementary Job Vacancies Sheet to be circulated with "Orbit" in April or June each year (paragraph 13).
 - (l) ODM leaflets should be made available to all sending agencies.
 - (m) The ODM is failing to make adequate use of the reservoir of skills represented by the returned VSOs. It should ask the sending organisations for names and addresses and clear details of all VSOs who are due to return to the UK (paras 14-16).
- (4) Engineers Completing a Period of Service Overseas (Report No.4)
- (n) Career security is the most important single factor affecting the willingness of returning engineers to accept further assignments abroad (i.e. it seems to be more important than salary levels), and the ODM should provide more information on job opportunities and home-based posts. There is evidence that the home-base scheme is the preferred solution to the problem of job security (paras.2(iv) and 2(vi), 4(iii) and 5(I)(i)).
 - (o) ODM should consider giving more training between tours and refresher training on return to the UK (paras 4(iii) and 5(I)(i)).
 - (p) ODM should improve its contacts with, and its support for, engineers serving abroad (para.4(iv)(a)).
 - (q) ODM should do what it can to effect some improvement in the standard of housing of engineers serving abroad, which is below the standard of that provided by private companies or by international agencies (para.4(iv)b and 5(II)).
 - (r) ODM should provide more information about job vacancies to engineers completing their tours, e.g. through the BPO Gazette and through trade magazines taken by officers in post: it should also give more accurate and candid information on job requirements and on living or working conditions in posts (para.4(v)(b) and 5(I)(ii)).
 - (s) ODM and OSRB should review their present arrangements for maintaining contact with officers once they have returned from overseas. Records should be kept in ODM of all persons on TA or supplementation schemes, regardless of who initially recruited them (para.5(I)(ii)).

(5) Persons Withdrawing Applications for Posts Overseas
(Report No. 5).

- (t) Delays in the recruitment procedure are a major reason why people withdraw, and the procedures could be speeded up if the resources were made available to the recruiting agencies (paras 2, 10 and 11).
- (u) Lack of a career structure is another major factor - this highlights the need to improve career security e.g. by enlarging the Corps of Specialists and the Home-Based Scheme, better job-placement facilities, re-training schemes and the like (paras 3 and 12).
- (v) Salary is also a significant factor but it seems that only very large differences in salary would have caused applicants to change their minds (paras 4, 13 and 14).
- (w) Too little information about posts is given to applicants at interviews and at other times in the recruitment process. Once an offer has been made, an ODM officer should be nominated whose task it is to answer any queries the applicant may raise before he takes up his appointment (paras 5 and 15).
- (x) Developing countries which are large users of supplemented staff should be encouraged to launch their own recruitment drives in the UK (paras 6 and 16).

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**SURVEY OF ODM'S RECRUITMENT
OF PERSONNEL
INTO RENEWABLE NATURAL RESOURCES
DISCIPLINES**

MPU
December 1975

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A SURVEY OF ODM'S RECRUITMENT OF PERSONNEL INTO RNR DISCIPLINES

INTRODUCTION

1. Background: MPU and other interested Departments within ODM have become increasingly concerned at:

a. The apparent failure to match recruiting performance with the number of requests from developing countries for skilled UK personnel.

b. The additional demand for skilled UK personnel in RNR disciplines that is likely to be generated over the next few years as a result of the rural development forms of ODM's new aid strategy.

2. Objectives: to gain knowledge of the qualifications, experience and age of the new entrants into the stock of Renewable Natural Resources manpower, with the aim of ascertaining whether there are any significant factors or trends in the intake and to propose policies to improve recruitment.

3. Summarised Conclusions: None of these are particularly startling or new, but serve to reinforce impressions that appear to be quite widely held in the Office. It is suggested that recruitment performance could probably be improved by:

a. improving the procedures whereby those who have previously worked for ODM are re-circulated into new overseas appointments.

b. additional measures to increase the size and efficiency of ODM's "internal labour market" - ie, increasing the number of RNR studentships; increasing recruitment efforts aimed at ex-VSO's; involvement in the FAO associate expert scheme; increasing the amount of support to those universities producing skilled personnel for whom demand is particularly acute.

c. improving terms of service to create additional incentives geared to attract married people with children.

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SCOPE AND DETAILED FINDINGS OF THE SURVEY

4. Coverage: The study covered all new appointments in both OSAS and TAO schemes from July 1974 to March 1975 inclusive. The categories selected in this survey were both professional and sub-professional agriculturalists, forestry and fisheries, other agricultural staff and finally land surveyors. Out of the total number of OSAS new appointments, only nine entrants came under the heading 'sub-professional'. A similar breakdown between professional and sub-professional is not available for TAOs but as TAOs tend to be more specialist, the new entrants are more likely to come under the professional heading. The number of TAOs (88) employed compared to (59) OSAS appointments. This supports recent findings (see Table I) that the number of OSAS appointments are falling, while TAO appointments are rising. This could firstly be due to the fact that TAO assignments are for shorter periods of time, and secondly, to the policies of localisation of less specialized posts, which are more likely to come under OSAS.

/Marital

Marital Background and Age

5. Difficulties in recruiting staff to work abroad have often been explained by the problems that married expatriates with children may face while in developing countries. This survey indicates that ODM has been quite successful in attracting new appointees who are married and have children. But at the same time, it is also suggested that recruitment is to some extent affected by the problems facing married people with children, because fewer new recruits are married and have children than one might expect, given the age of these recruits. Thus, Table II shows the marital background of the new appointments: just over 70% of entrants are married, of whom 66% have children. To assess the significance of these figures, an age-grouped figure ranging between 30 and 44 years was compared with a similar age range in the total UK National Population, as shown in Table III. (This age range was chosen because it was thought that people between the ages of 30 and 44 may be expected to face difficulties with regard to children and schooling.) The comparison showed that a smaller percentage of the new appointees were married than those in the same age group in the UK population, and, even more clearly, that the married new appointees are more likely to be childless than those of a similar age in the UK national population. One possible conclusion is that ODM might be able to widen its recruitment net by dramatically increasing the incentives for skilled personnel with children to work abroad.

6. It has also been thought that difficulties in recruitment may become more severe over time because an increasingly small pool of UK manpower with overseas experience is available to draw upon, due to the retirement of those who at one time worked overseas or in the colonies. However, this survey indicates that the new appointees are relatively young, and therefore capable of working abroad for ODM for some time. Table IV, showing the age range of the new appointees, demonstrates about 56% of the total survey are under the age of 40. TAOs are more evenly spread over the age range than OSAS people - indeed there are 13 TAOs over the age of sixty. This can be accounted for by the nature of TAO appointments. As already stated TAOs are generally highly specialized and experienced personnel who are often seconded abroad for short periods of time. (Approximately 36% of all TAOs in this survey were on short-stay assignments - ie of less than a year). It is of interest that nearly 75% of OSAS personnel were under 40.

Educational Qualification and Previous Work Experience

7. Table V gives the educational background of the entrants. It can be seen that 95% of all entrants either had a diploma, certificate or a degree. Nearly 50% of the entrants had completed some form of post-graduate study. The small number of TAOs with no qualifications were in the 50 + age group; some had gained experience through many years of work, others had attended courses but either failed their diplomas or taken courses that did not, at the time, lead to any significant paper qualifications. Those OSAS people with "no qualifications" were under 45 years old.

8. 12% of the total number of new entrants had received Natural Resources Studentships from ODM. It should be remembered that the NR Studentship scheme did not start until 1963, and was then only open to University leavers; it did not broaden out to mature students until the late 1960's. Thus, many of the sample in this survey would have missed this opportunity for post graduate study due to the age range covered. One may therefore conclude that NR Studentships are capable of playing a significant role in widening the availability of qualified personnel whom ODM can recruit. (MPU has undertaken a separate study of the NR Studentship scheme the results of which will shortly be circulated).

9. Also, if one appreciates that the VSO scheme only became fully operational in the mid 1960's, the fact that about 10% of new appointees were ex-VSO's, suggests that in future the growing pool of ex-VSO's should provide an important source of recruitment for rural development experts. (Again, MPU has prepared a paper on the recruitment of ex-volunteers for work abroad which has already been given a limited circulation.)

10. The most significant finding regarding the previous work experience of the new appointees is that 56% of the sample had worked for ODM before rejoining in the period studied. First time ODM appointees, i.e. those who have never before worked for ODM, number 65 of those surveyed - 37 TAO and 28 OSAS appointees. It follows that ODM's reliance on recruiting from a pool of labour that has experienced working with ODM in the past is slightly more marked in the case of TAOs than in the case of OSAS personnel. Clearly, this overall level of reliance on "re-recruitment" to fill RNR indents should be reflected in any policy initiatives that are taken to improve recruitment performance.

11. Table VI breaks down the previous work experience of all the new appointees surveyed according to whether they had experience in the UK, overseas, or both overseas and in the UK, or finally, no employment experience at all. More than half of the sample, (83), had worked both in the UK and overseas, the remainder were almost equally divided between those who had only worked in the UK and those who had only worked overseas. It is possible to present a few more facts about that category that had worked abroad as well as in the UK:

a. About 80% had held an ODM appointment before.

b. 21 entrants had initially worked in the UK and then taken up an appointment overseas. Of this group of 21, 8 had done two or more appointments overseas without returning to work in the UK. The remaining 13 entrants in this category had only done one appointment overseas prior to their recruitment in the period under study.

c. Another group of entrants, numbering 24, consists of people who have only been able to work abroad intermittently. While 4 members of this group are connected with a home base scheme, the other 20 appear to highlight one of the critical recruitment problems facing ODM - they appear to have worked in the UK as a stop gap between overseas appointments; the length of time between the overseas appointments which they have held has rarely exceeded five years.

d. A further 20 entrants who had experience of work in the UK as well as abroad had been involved in short-term assignments.

12. It would be useful to emphasise the importance of rapidly re-circulating experts between appointments by showing, in detail, that a large number of appointees had had to wait for lengthy and frustrating periods in the UK while searching out suitable ODM-financed employment openings abroad. It was not possible to extract from the files detailed work histories for all of the relevant appointees. Nevertheless, the files did contain concrete evidence showing that at least 10 appointees had spent fairly lengthy periods in the UK between overseas jobs, during which they were unemployed and/or searching for re-assignments abroad.

13. Table VII shows that a rather large number of entrants have spent a considerable proportion of their working life abroad. Although only a sub-sample of entrants are covered in the Table, it can be seen that nearly 70% of the officers had spent more than 80% of their time abroad. In this group 41 had spent their entire working lives overseas. However, out of this 41, 22 officers had only served one or two tours. Three officers had spent their time in the UK unemployed and/or looking for overseas appointments. In each case the length of time between assignments ranged from 6 months to a year. With regard to the 11 officers in the 60-79% range, 4 had spent their time in the UK unemployed and looking for overseas posts - again time between assignments was approximately one year in length. In the 40-59% range two officers belonged to the home base scheme, three had been employed in the UK by private firms and the remaining

two were continuously chasing overseas posts. The officer who had spent only 22% of his time overseas had worked for private industry in the UK. No evidence is available as to whether this officer was interested in overseas posts during his work time in the UK. It could even be that ODM contacted him when this post became available as he was a specialist in his field.

14. The examination of the correspondence on the personal files of new appointees also suggested that it was the machinery for the re-appointment of experts that might be a weak point in the ODM recruitment process. It appears that there are two sections dealing with the reappointment of returning officers, firstly the appointments officers themselves, and secondly the Overseas Resettlement Bureau. The OSRB sends out letters to all TAOs and OSAS people approximately three months before the end of their contract. This advises the recipients of the existence of this bureau and its assistance available in finding fresh employment either in the UK or overseas. However, to be eligible to register with OSRB, OSAS personnel require not less than two normal minimum tours abroad, while TAOs require not less than three years service. This eliminates many of the younger people in this survey. The response rate of 35% which OSRB gets from all letters sent out to OSAS/TAO personnel could reflect the non-eligibility of these people. OSRB does offer first tour people the service of informing the Recruiting Departments of ODM and/or the Crown Agents if the officers concerned wish to change their appointments after the end of one tour. There seems to be limited liaison between OSRB and the appointments officers. It was noticed that many times officers already registered with OSRB were writing in for details of posts advertised by ODM and were then sent details of these posts. To try to eliminate this problem OSRB has begun (March 1975) to send round monthly lists of personnel on their books to the appointments officers - the effects of this move have still to be gauged. On the other hand many returning experts write to the appointments officers up to several months in advance informing them of their coming availability. On several occasions officers have been asked to write again nearer the end of their contract, as it is impossible to forecast future job possibilities. Eventually their names are logged at ODM for future reference. The chances are that they will already be registered with OSRB. This informal system will also take into account those who do not qualify to be registered with OSRB. The appointments officers also have a monthly meeting to check the people in their lists against the indents. It would seem a good idea if a representative from OSRB could regularly attend these meetings and so improve liaison. However, it appeared from the files that it was continually up to the returning officer to keep in touch with ODM for future re-appointments. In a situation of recruitment difficulty, it would appear sensible to shift the onus for taking an initiative away from the prospective employee and increase the level of positive action taken by the employer (ODM) to retain and recirculate between appointments, with the minimum of delay, experienced RNR personnel.

Further Detail on the Work Experience and University Background of First-Time Appointees

15. Table VIII shows the break down of previous work experience for first-time ODM appointees. All four entrants who have at one time worked for the FAO are experienced professional people. Three - all TAOs - had also worked for private industry abroad. The fourth entrant who was employed under OSAS terms was also the youngest (born in 1943). Previous to his work experience in FAO he had worked in Research in the UK. He was also highly qualified - having a PhD in his subject. The next section 'Ministry/University work' includes five entrants who worked for a Ministry or Research Council. One of these people had had an NR studentship previous to this appointment. Three others had been University lecturers, while the remaining four had just finished research (PhD) work or had been employed by a university to do research. Ten of these entrants were employed under TAO terms. Out of the five entrants belonging to the category 'private industry - overseas', two had spent their entire careers working abroad for private industry. The other three, had either worked in the UK previous to an appointment abroad or had worked intermittently abroad. With regard to 'private industry - UK only' all but one of the candidates

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were under the age of 40. Two entrants' experience consisted of related work during studying. Four of the entrants had higher degrees, two via NR studentship - both at Reading. Five had no degrees, but diplomas in their subjects and one person had no educational qualification - only work experience. This category included one of the two females in the whole survey. For 15 entrants it was their first overseas appointment. Out of the total number of fifteen VSO entrants, a total of nine were first time ODM appointees, all of whom were under the age of thirty-two. This could indicate that there is a growing link between VSO and the supply of RNR manpower. Three out of the four entrants with no previous work experience have MSOs in Agriculture - one through an NR studentship. One of the entrants in this class is female. The two females belong to the ODM First Appointment section. This may indicate two things. Firstly that the selection process may now be considering female candidates as a valid work investment with regard to reliability, and secondly, that females are now entering a once all male profession. Hopefully this is a growing trend.

16. One method of alleviating recruitment difficulties may be by increasing "the level of production" of RNR skills at UK universities. The case for ODM continuing to offer financial support to certain UK universities is to some extent strengthened by the findings of this survey: it appears that some positive relationship may exist between the amount of financial support that ODM has given to certain universities, and the number of new appointees who received their training at these universities. For instance, 17 new appointees had studied at Reading, (of whom 6 were on NR Studentships); and 6 new appointees had studied at Edinburgh University, (5 of them on NR Studentships). Of course, the number of entrants studied, and the amount of detail on past funding of universities, is too small to allow a precise assessment of returns (in terms of improved recruitment performance) to ODM's financing of specific institutions. But the fact that Edinburgh, Reading, (and Cambridge) figure prominently in the list of those universities at which new appointees studied, and in the list of those universities receiving substantial ODM support, is some indication of the usefulness of expenditures of this kind as a policy measure to improve recruitment.

Some Findings Concerning the Pattern of Demand for New Appointees

17. The geographical pattern of demand is illustrated in Table IX, which gives the countries to which both OSAS and TAO appointees were sent. It is broken down into two categories - under 35 and over 35 - this was to see if there was any significant difference between the two. Initially it can be seen that the over 35 group covers a greater range of countries. The under 35 group are concentrated in Africa and C & S America - indeed, 62% of this section went to Africa. This can partly be explained by the fact that some of the African countries are willing to accept less experienced people - Zambia, a notable example of this, took 26% of the under 35 group.

18. Countries like Zambia, Nigeria and Swaziland have been regarded by ODM as training grounds for their inexperienced personnel. However, it is becoming increasingly difficult to place inexperienced people in these countries. To solve this difficulty ODM could make use of the FAO Associate Expert scheme in which young professional people take posts alongside experienced personnel to gain experience. The duration of such an assignment is flexible, but averages around 3 years. In this way the scheme has a dual purpose, giving practical experience to the young professional person and contributing to the development of the country concerned.

19. Some evidence concerning the recent level of demand for different RNR skills is given in Table X, which gives a breakdown of posts held by both TAO and OSAS new appointees. The Table is divided into two age ranges - under 35 and over 35. This was to see whether there was any significant difference between the skills of the younger officers compared to the older officers. It can be seen that the officers

over 35 years of age are spread more evenly over the range of skills - also the skills are of a more specialist nature. This can be expected as these people have had time to specialise in certain aspects of their disciplines. The lack of any under 35s in categories 11-15 could be explained by the age criteria. However, on the other hand it could reflect a shortage of people going into these areas. The greater number of people over 35 in the marketing and co-operative skills can be explained by the fact that these skills, especially in the co-operative area are mainly gained through work experience. The larger number of people under 35 in categories 5 and 8 could be the result of increased demand in these areas. Category 16 represents posts which had no more than one person in them. In comparing skills of the first time ODM appointees against the "re-circulating" entrants, the result was similar to that in Table X. In the case of first time ODM appointees, categories 11, 14 and 15 each had one person in them and category 6 increased from one person to four - possibly reflecting an increased demand for co-operative skills. In total it is felt that the number of entrants studied is too small compared to the range of different posts for any change in recruitment trends to be shown, other than that the greatest demand for people was in categories (1-4) in all sections.

TABLE I: UK BILATERALLY FINANCED PERSONNEL IN RENEWABLE NATURAL RESOURCES

IN POST AT	31.12.66	31.12.68	31.12.69	31.12.70	31.12.71	31.12.72	31.12.73	31.12.74
SUPPLEMENTED RNR STAFF*	. . .	1081	950	820	847	762	517	598
T.A. RNR STAFF	. . .	93	116	136	175	248	306	307
VOLUNTEER RNR STAFF	. . .	192	178	210	142	168	126	116
TOTAL	1220	1366	1244	1166	1164	1178	949	1021

* Supplementation schemes only

Source: British Aid Statistics

TABLE II: MARITAL STATUS OF RNR NEW APPOINTEES

CATEGORY	TAO		OSAS		TOTAL	
	No	%	No	%	No	%
TOTAL NO	88	100	59	100	147	100
MARRIED	67	76	39	66	106	72.1
MARRIED with Children	45	51	25	42	70	47.6

TABLE III: MARITAL STATUS OF TOTAL UK POPULATION COMPARED WITH NEW APPOINTEES

% of UK popn married between 30-44	81%
% of popn in survey "	75.8%
% of married people in popn aged 30-44 with children	89%
% of married people in survey aged 30-44 with children	72.5%

TABLE IV: AGE RANGE OF NEW APPOINTEES

AGE RANGE	TAO		OSAS		TOTAL	
	No	%	No	%	No	%
20 - 29	14	15.9	23	38.9	37	25.3
30 - 39	25	28.4	21	35.9	46	31.2
40 - 49	21	23.8	9	15.2	30	20.4
50 - 59	15	17.2	5	8.4	20	13.6
60 +	13	14.7	1	1.6	14	9.5

TABLE V: EDUCATIONAL BACKGROUND OF NEW APPOINTEES

	TAO		OSAS		TOTAL	
	No	%	No	%	No	%
No Qualifications	4	4.5	4	6.7	8	5.4
Diploma/Certificate	19	21.9	14	23.7	33	22.4
Degree	64	72.9	42	71.1	106	72.1
Post Graduate Diploma	18	20.6	6	10.1	24	16.3
Post Graduate Degree	32	36.5	16	27	48	32.6
RNR Studentship	12	13.7	6	10.1	18	12.2

One person may be counted in more than one section.

TABLE VI: PREVIOUS WORK EXPERIENCE OF NEW APPOINTEES

	TAO		OSAS		TOTAL	
	No	%	No	%	No	%
No Work Exper	1	1.1	4	6.7	5	3.4
UK Only	19	21.5	12	20.3	31	21.0
Overseas/UK	48	54.5	35	59.3	83	56.4
Overseas Only	20	22.9	8	13.5	28	19.0

TABLE VII: PERCENTAGE OF WORKING LIFE SPENT ABROAD SINCE FIRST ODM APPOINTMENT

	% 0 - 19	% 20 - 39	% 40 - 59	% 60 - 79	% 80 - 100
No of Officers	-	1	7	11	44

This Table excludes First-time ODM Appointees (and short-term assignment personnel). The total number of Officers covered is 63.

TABLE VIII: PREVIOUS WORK EXPERIENCE OF FIRST-TIME ODM APPOINTEES

Employed at one time by FAO	Ministry/ University/ Hosp./UK	Private Industry Overseas	Private Industry UK only	VSO	No Work Experience
4	23	5	20	9	4

TABLE IX: DESTINATION AREA OF ALL NEW APPOINTEES

Geographical Area	Over 35		Under 35	
	No	%	No	%
<u>Africa</u>				
Zambia	5		18	
Malawi	1		4	
Nigeria	4		6	
Botswana	4		2	
Kenya	1		4	
Ethiopia	3		1	
Swaziland	2		3	
Sudan & Egypt	4		2	
Sierre Leone & Gambia	1		1	
Lesotho	-		1	
Upper Volta	1		-	
EAC	1		-	
Ghana	2		1	
Togoland & Cameroon	3		-	
TOTAL AFRICA	32	41.0	43	62.3
Central & South America	11	14.0	12	17.4
Asia	15	19.2	2	2.6
Caribbean	10	12.8	4	5.7
India Ocean & Pacific Islands	5	6.4	7	10.4
Atlantic	3	3.9		
Europe	2	2.6	1	1.4
Grand Total	78		69	

TABLE X: OCCUPATION OF ALL NEW APPOINTEES

Position Held	Over 35		Under 35	
	No	%	No	%
1. Agric Officers/Agronomists	10	12.8	11	15.9
2. Animal Husbandry & Livestock Officer	7	8.8	8	11.5
3. Vet Officer	9	11.5	13	18.8
4. Forestry Officers	6	7.6	6	8.6
5. Fisheries	1	1.2	5	7.5
6. Market & Co-operative Skills	6	7.6	1	1.4
7. Farm Machinery	-		3	4.3
8. Land Use Planning Officers	-		5	7.5
9. Agric Engineering Technician	4	5.4	2	2.8
10. Surveyor	4	5.4	2	2.8
11. Agric Dev Adviser	3	3.8		
12. Tea/Cotton Adviser	2	2.5		
13. Banana/Cocunut Adviser	3	3.8		
14. Agric Chemist	4	5.4		
15. Agric Educational Adviser	2	2.5		
16. Others	17	21.7	13	18.8
<u>TOTAL</u>	78	100.00	69	100.00

ADDITIONAL TABLES FOR FIRST-TIME ODM APPOINTEES ONLY

Total No of TAO's 37
 Total No of OSAS 28
 TOTAL 65

TABLE II(a): MARITAL STATUS OF FIRST-TIME ODM APPOINTEES

Category	MARITAL STATUS					
	TAO		OSAS		TOTAL	
	NO	%	NO	%	NO	%
Total No	37	100	28	100	65	100
Married	27	72.9	15	53.5	42	64.6
Married with children	19	70.3	8	28.5	27	41.5

TABLE IV(a): AGE RANGE OF FIRST-TIME ODM APPOINTEES

Age Range	TAO		OSAS		TOTAL	
	NO	%	NO	%	NO	%
20 - 29	11	29.7	18	64.2	29	44.6
30 - 39	9	24.3	8	28.5	17	26.3
40 - 49	9	24.3	2	7.5	11	16.9
50 - 59	3	8.2	-		3	4.6
60	5	13.5	-		5	7.6

**SURVEY OF THE NATURAL RESOURCES
STUDENTSHIP SCHEME**

**MPU
December 1975**

A SURVEY OF THE NATURAL RESOURCES STUDENTSHIP SCHEME

1. SUMMARY

1.1 Purpose of Study

The purpose of this survey of studentships taken up between 1965/6 and 1970/1 was to analyse the working and success of the scheme, particularly with regard to:

- (1) the numbers of students not taking up their undertaking to work in a developing country for a term of office having completed a course under the scheme.
- (2) the numbers who undertake either a second tour or a second posting on completion of their initial posting. Also to make recommendations on measures which would help prevent a waste of resources within the scheme.

1.2 Main Conclusions

- (1) There was a high proportion (19% on average) of students who did not take up their "undertaking" to serve overseas with ODM. But only 50% of all those 'reneging' did so voluntarily.
- (2) Around 60% of students who went abroad have taken a second posting or a second tour overseas, including non OSAS or TA posts, and the trend identified is for a further 60% of these to take a third tour or posting, or just over 20% of the original student intake.
- (3) There is a definite need for the information channels regarding future employment to be improved both for students wishing to take their first appointment overseas and for those people who are looking for a second or subsequent posting and who are overseas already.

1.3 Form of Study

A formal survey of all those taking studentships was not undertaken. The relevant particulars were obtained from the personal files of those concerned and included information on their careers subsequent to their studenthip, with note being taken of the time intervals between periods of appointment, of any appointments taken outside ODM but in a developing country, and the numbers of the original yearly quota who are still serving overseas in a developing country whether with a private organization, within a university or with the central government of the particular country. Of an overall total of 170 persons taking scholarships between 1965 and 1970 there were 16 for whom no records at all were available, and a further 14 whose files had either been destroyed or could not be traced in time for analysis. Of these latter 14, only 8

took up a first post (see Table I). This question of first posting is the only issue for which alternative data sources exist.

1.4 Brief Description of Awards Made Under the Scheme

The allocation of awards between disciplines may be seen in Table I. The greatest number are allocated within the agricultural discipline, (one or two of these were agricultural economics). Since 1973 human nutrition has been added to the list of disciplines covered already, whilst there has been a reduction in the number of geology studentships allocated, with none in 1972/3 and 1 in 1973/4 compared with an original quota of 3 yearly. This is due to a fall in the number of requirements for overseas geologists.

1.5 Most of the awards are of one year's duration and up to 1970/1 not many students had overseas experience since most students took up postings overseas having only studied in the UK. For the years 1972/3 and 1973/4 there has been a marked change in the courses undertaken. In the agricultural discipline the majority of students now appear to take a two year studentship award with one of the years spent at a university or an attachment to a research team in a developing country. The course which most agricultural students took prior to 1972/3, the Diploma in Tropical Agriculture at the University of the West Indies, was the course which provided the most scope for field work of all the courses taken by natural resource students, but it has now ended. However the new pattern of courses taken appears to be a lot more favourable in providing practical experience, although there is still room for improvement. For instance, most of the veterinary studentships are offered at Edinburgh University with no practical experience for future work in developing countries. There are 6 cases where veterinary students have been turned down from jobs because of inexperience. It may be recommended that more encouragement should be given to developing countries to be willing to accept less qualified staff or that more people may be placed beside experts overseas to gain the necessary experience.

1.6 Mature Students*

Almost 50% of mature students had been in jobs overseas before taking up their studentships employed either under OSAS or TAO terms. A further 25% had worked in developing countries under VBO. Hence a high proportion (70-75%) of mature students entered the natural resource studentship scheme having practical experience overseas. It may be worth considering, therefore, that more effort should be directed towards

* mature students are here defined as those who go on an NRSS course after a period of work experience.

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attracting both ex VSO personnel and other supplemented staff. (In addition several of those not classified as mature (almost 75% of total students) had cadet VSO experience. This scheme is now discontinued). There does not appear to be any tendency for mature students to be either more or less likely to take a second posting. It was found that 52% take second ODM postings/tours, while 61% altogether remained in some type of overseas development work, compared to 51% and 58% respectively for all students who take up a first post. The data also suggested that mature students are more likely to take up a post after their training than those straight from University.

1.7 Agricultural Economists

	<u>No of Agricultural Students</u>	<u>Agricultural Economists</u>	TAO	OSAS
1965-6	18	2	1	1
1966-7	19	-	-	-
1967-8	21	1	1	-
1968-9	17	2	1	1
1969-70	16	1	1	-
1970-1	14	1	1	-
TOTAL	105	7	5	2

There is a very low proportion of agricultural economists as seen above and the importance of this group may be such that a separate classification should be made for them with a specific quota of awards annually.

2. Analysis of Students Taking up First Post

2.1 Some 80% of students take up their first appointment in a developing country within three months of the end of their course. This included those students who have been allowed an extension to their studentship in order to complete an MSc Thesis. However when it is realised that the information channels regarding their first appointment normally open in March/April and they do not actually go overseas until December/January the picture is not so favourable. The time lag involved may be explained by:

- 1) a failure by ODM to find suitable vacancies even although they are well aware of the fact that a certain number of students will be finishing their courses in June.
- 2) the slow reply by the overseas government concerned after the initial application has been made by ODM.

2.2 Of the 28 students who did not take up their first postings on completion (or within three months) of the end of their course 10 were employed elsewhere for a time. Of these 7 were employed in developing countries - 3 for short period assignments with

PAO, 1 for five years with the Land Resources Division, 1 with Tropical Stored Projects Centre Overseas, and 2 in Kenya under the auspices of the colleges at which they had undertaken their respective courses. Of the 18 remaining the majority (10) did not take up a post immediately simply because of a delay in proceedings regarding the particular post they were after. A further 3 were held up because applications were made for jobs for which they were turned down due to lack of experience. The remaining 5 had jobs offered to them but did not accept them for various reasons connected with the content of the job, thus further vacancies had to be sought.

2.3 Uncertain knowledge about suitable future vacancies in the early stages of a student's course means that there can be no simple formula for recruitment into overseas posts: in the majority of cases the process of finding suitable employment for students begins about 4 or 5 months before the end of the course. ODM would normally expect to make the initial approach to students about vacancies, but approximately half take the initiative in contacting ODM first. This reflects both their understandable concern with future employment and possibly a lack of interim liaison from ODM in terms of explaining the uncertainties and delays which accompany recruitment overseas. While advisers and recruitment officers may have the students' futures very much in mind, the students themselves are perhaps not as aware of this as they might be. It might be advantageous to consider whether a list of suitable vacancies could be prepared and circulated to the candidates as a part of the normal recruitment procedure, so that preference can be expressed and action taken on appointments with a view to placing people abroad soon after the end of their courses.

2.4 As regards the nature of the postings taken by students there is no significant trend, although it does appear that students do take jobs which follow on well from the course taken.

3. Analysis of Those Taking up a Second Post or Tour

3.1 Table I shows that about half of those taking a first post go on for either a second tour or second post. This refers to second posts/tours under OSAS or TA only, and in fact when other development orientated jobs are added in, the proportion rises to 58%. It can be seen that in agriculture there are far fewer people taking such a second post in later years. One reason is that they may not yet have reached that stage in their careers (eg a two year studentship, an extension, a lag between postings of 6 months is not unusual), however comparison with total numbers still overseas can account for most of these possibilities. Making such an adjustment, there still appear to be only half as many (in percentage terms) taking a second post in the last 3 years as in the first 3 years. A final adjustment can be made for non OSAS or TA

posts (all of which, in Agriculture, fall in the last 3 years), however even then the figures are 50% for the last 3 years (as a maximum), and 6% for the first 3 years. The downward trend indicated in Table I cannot be explained away. As the numbers of students are so much smaller in the veterinary group, such a trend is difficult to support statistically, however, taking similar 3 year averages a declining proportion can again be seen. (Making allowances as above, the percentages are 8% for the first 3 years as here all non OSAS or TA appointments fall in this group, and 50% for the last 3 years). Veterinary students have a slightly higher average of taking a second post than do agricultural students, 57% and 49%, OSAS and TA only, respectively. Forestry and other students have a similar retainment rate, of 50%. It should be borne in mind that there were a higher number of relevant missing files in agriculture than in veterinary (although not in percentage terms), and thus the true proportions may be more similar still. The number of missing files is not great enough, or distributed in such a way for the results stated here to be significantly incorrect. The only problem in this respect is any analysis of the category 'others'.

3.2 The number of those who have undertaken a second post (26) is rather less than the numbers who have simply taken a second tour in the same post (34). The numbers of those taking up their second appointments with organisations other than through ODM is very low (7). This may be compared with the 6 who took postings outside ODM on their first posting, but were accepted by ODM as fulfilling the undertaking to work abroad. It is also of interest to note that 11 of those taking up second posts applied to FAO but there was only 1 recorded success.

3.3 There is no evidence to suggest that those first employed as TAO are more likely to take up a second appointment than those employed under OSAS, or vice versa. Table II shows 51% of TAOs continued, and 55% of OSAS officers. There were only 9 who were recorded as interchanging between the two schemes. Overall the number employed under OSAS (68), for the years 1965 to 1970 was much larger than the number becoming TAOs (39). There is a significant trend increase in TAOs relative to OSAS officers, the 3 yearly average proportion of TAOs rising from 32% to 45% over the period (agriculture and veterinary only).

3.4 For those who have definitely not taken up a second post abroad it is useful to note the various circumstances so that recommendations may be made to improve the recruitment process.

Those Not Taking Up a Second Post or Tour

<u>Agriculture</u>	Number	Non TA or OSAS Posts	Those who expressed interest in further posts
1965-6	4	-	4
1966-7	8	-	5
1967-8	6	-	4
1968-9	8	1	5
1969-70	6	1	4
1970-1	7	2	3
	<u>39</u>	<u>4</u>	<u>25</u>
<u>Veterinary</u>			
1965-6	1	-	-
1966-7	1	1	-
1967-8	2	1	1
1968-9	2	-	1
1969-70	2	-	1
1970-1	4	-	2
	<u>12</u>	<u>2</u>	<u>5</u>
Forestry and Others	6	1	3
	<u>6</u>	<u>1</u>	<u>3</u>
	<u>57</u>	<u>7</u>	<u>33</u>

Note

Figures in the first column for 1970-1 include a few students who have not finished their first tours yet.

The above table indicates there is considerable interest in further posts, although no post is in fact taken, suggesting some failure in the recruitment process. Of those expressing interest in further posts about 11 (37%) only did so for a period of up to three months after the end of their initial tour, and a further 37% showed interest for a period of up to a year. The remainder comprised those who had taken a job in this country or undertaken a Phd thesis and who expressed interest in further overseas work at a later date, maybe three years after completing a first tour with ODM. For those who did not appear to express interest in a second tour there is a great lack of information in the file. It may be recommended that records should be kept of the subsequent careers of such people, since it may well be that they have since gone overseas to a developing country under alternative terms, knowledge of which would undoubtedly be useful especially for an assessment of the success of the recruitment system.

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3.5 The inadequate nature of the information channels regarding employment prospects and suitable vacancies is again obvious. The possibility of circulating a list of vacancies to all those concerned should be considered, together with the use of a card index of all those serving abroad and who are likely to be looking for employment, so that information about vacancies may be made available to these people.

4. Those Taking Third Postings/Tours

4.1 Nothing meaningful can be ascertained from an aggregate analysis of this, as only those students in the first year or two will have had this opportunity. We may note from the first two years a similar retention as was noted after the first postings, viz about half of the students taking a second post or tour remained for a third. 9 out of 19 are the figures in agriculture, 3 out of 4 in veterinary. As before one or two also took relevant jobs under other terms than OSAS or TAO. The data from the third years students, combined with numbers still overseas under OSAS or TA, such as it is, also supports this trend. Extrapolating this evidence over the whole period, we roughly estimate 50% retention on aggregate; this implies that just over 20% of studentship holders go on to do three tours or posts under OSAS or TA. This percentage will not alter significantly if all relevant posts are included.

5. Analysis of Students Not Undertaking Service Overseas

5.1 The form signed by all those taking a course of training under the Natural Resources Studentship Scheme commits students to a declaration that they will "take up an appointment overseas if offered a post by the Minister of Overseas Development or otherwise subject to the approval of the Minister of Overseas Development, use (their).... training with a commercial firm or other organization in the developing countries overseas".

5.2 The table below shows the number of students who do not in fact undertake an appointment overseas under ODM together with those people who have taken up employment overseas with other organizations (with ODM accepting this as in lieu of their moral obligation in most cases).

	No	% of Total Students (by discipline)
<u>Agriculture</u>		
1965-6	4	22
1966-7	1	5
1967-8	2	10
1968-9	4	24
1969-70	4	25
1970-1	4	33
	<u>19</u>	<u>18</u>
<u>Veterinary</u>		
1965-6	2	40
1966-7	2	40
1967-8	-	-
1968-9	2	25
1969-70	1	20
1970-1	2	25
	<u>9</u>	<u>24</u>
Forestry	1	12
Other	-	-
TOTAL	29	19

5.3 This table shows that about 20% of students do not take OSAS or TAO posts. The proportion is slightly higher for veterinary students. Six of these students took overseas posts accepted by ODM as fulfilling their moral obligation, leaving a drop-out rate of 15% overall. In agriculture the number seem to be slowly rising in line with those declining a second appointment. However the exceptionally good years of 1966-7 and 1967-8 can perhaps be explained by a favourable period for suitable vacancies.

5.4 Of the total of these students recorded, 6 of the personal files were missing, but for the other 23 the reasons given for not undertaking an appointment in a developing country were recorded and analysed. A variety of reasons may be identified: the first three categories clearly do not reflect any unwillingness to serve abroad.

- 1) Exemption from "undertaking" due to poor recruitment situation - 4.
- 2) Relevant vacancies required higher qualified people - 2.
- 3) Offers made by other organisations and accepted by ODM - 6.
- 4) Family reasons - 3.

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5) Inadequate pay - 2.

6) No particular reason - 6.

Thus, 'hard-core' drop-outs are about half of the total, or 10% of the total student intake.

5.5 It would perhaps have been expected that a higher number than 3 people would have failed to take up an appointment for family reasons. There was no evidence that people were concerned about the security of employment on an overseas appointment, both for those taking up an appointment and for those not taking one up. Also there does not appear to be any correlation between age/marital status with those not taking up an appointment.

6. Conclusions and Policy Recommendations

6.1 The main conclusions of the study are set out in paragraph 1.2. Additional comment will be reflected by the various recommendations that may be made for the improvement and more successful working of the Scheme.

1. The information channels regarding suitable vacancies should be improved and the distribution of material regarding vacancies should become normal practice, so that all those likely to want either a first posting or a subsequent posting are kept well informed. The use of a card index system (a recommendation which MPU has supported and agitated for, for a considerable time) would provide the best system of keeping up to date records on

i. all those students attending courses but who will be looking for employment at a known date.

ii. all those who are in developing countries on an appointment and who are likely to be ending a contract.

If all vacancies in each discipline are compiled on a news-sheet, this would provide an easy and relatively cheap method for keeping students and present employees fully aware of the vacancy situation, and would promote a much quicker changeover between postings.

2. There is no advertising done for recruiting people into this scheme so that the possibility of ex VSO or ex OSAS officers, who do not subsequently go to university (where the recruitment takes place), hearing about it is slight. As pointed out in paragraph 1.6 it would be beneficial to try and attract a higher proportion of these people since they are in the favourable position of having some overseas experience, and their acceptance rate of the moral obligation to serve overseas is somewhat higher than for those straight from college.

TABLE I

ANALYSIS OF POSTS (OSAS OR TA ONLY) TAKEN BY NRSS STUDENTS OF 1965-1972

SUBJECT AND YEAR OF COURSE	NO. OF STUDENTS	NO RECORDS AVAILABLE	NO. OF STUDENTS ANALYSED ON 1ST POSTING	NO. TAKING A POST	NO. NOT TAKING POST	NO FURTHER RECORDS AVAILABLE	NO. STUDENTS FURTHER ANALYSED	NO. TAKING 2ND POST OR TOUR	NO. TAKING 3RD POST OR TOUR	NO. STILL OVERSEAS
Agriculture										
1965-6	18	-	18	14	4	-	14	10	4	3
1966-7	19	-	19	18	1	1	17	9	5	5
1967-8	21	-	21	19	2	1	18	12	2	8
1968-9	17	-	17	13	4	3	10	2	-	1
1969-70	16	-	16	12	4	2	10	4	-	1
1970-71	14	2	12	8	4	=	8	1	=	2
TOTAL	105	2	103	84	19	7	77	38	11	21
Veterinary										
1965-6	5	-	5	3	2	-	3	2	1	-
1966-7	5	-	5	3	2	-	3	2	2	1
1967-8	6	-	6	6	2	-	6	4	1	1
1968-9	9	1	8	6	2	-	6	4	1	1
1969-70	5	-	5	4	1	-	4	2	2	2
1970-1	10	2	8	6	2	-	6	2	2	3
TOTAL	40	3	37	28	9	=	28	16	6	12
Forestry										
TOTAL	11.	2	9	8	1	-	8	4	-	2
Others										
TOTAL	14	2	2	2	=	1	4	2	=	2
GRAND TOTAL	170	16	154	125	29	8	117	60	17	37

- NOTES**
- For the analysis of whether students took up a first posting with ODM (OSAS or TA) there is almost a 100% coverage for all groups except 'others'. This group is too small to have any significant impact on the analysis of the aggregates, however for the group itself, inference from the sample to all 'other' students is open to substantial error.
 - The categories 'Forestry' and 'others' have been aggregated as they are too small to allow meaningful analysis of time trends.
 - The column 'no further records available' is possibly biased in favour of those who did not take a 2nd post. However the numbers are too small to make much difference.
 - 'Others' are geology, fisheries and economics.

TABLE II

SECOND POSTINGS/TOURS AND TYPE OF POSTING ANALYSIS

SUBJECT AND YEAR OF COURSE	NO. OF STUDENTS ANALYSED	TAO ONLY	OSAS ONLY	BOTH	SECOND TOUR	SECOND POST	TOTAL SECOND TOUR/POST	TAO TAKING 2ND TOUR/POST ^{**}	OSAS TAKING 2ND TOUR/POST ^{**}
Agriculture									
1965-6	14	5	8	1	7	3	10	2	7
1966-7	17	2	11	4	5	4	9	1	5
1967-8	18	9	8	1	8	7	15	6	5
1968-9	10	4	5	1	5	1	6	2	5
1969-70	10	3	6	1	4	2	6	2	5
1970-1	8	2	3	=	2	=	4	2	2
TOTAL	77	28	41	8	21	17	38	13	21
Veterinary									
1965-6	2	-	2	-	1	1	2	-	2
1966-7	3	1	2	-	2	1	3	1	2
1967-8	6	1	5	1	2	2	4	1	4
1968-9	6	1	5	1	2	2	4	1	3
1969-70	4	2	2	-	2	1	3	1	3
1970-1	6	4	2	=	2	=	2	1	1
TOTAL	27	8	18	1	10	6	16	4	13
Forestry									
TOTAL	8	2	6	-	1	3	4	2	3
Others									
TOTAL	4	1	3	=	2	=	2	1	1
GRAND TOTAL	116	39	68	9	34	26	60	20	38

NOTES

- This column corresponds to 'Number of Students further analysed' in table I except for this particular number, where this additional data for one student was not available.
- ** These columns include those taking second posts with other organisations, and exclude those who were employed under both schemes. Thus they do not add up to the preceding column.

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SURVEY OF THE PROBLEMS AND POSSIBILITIES
INVOLVED IN RECRUITING EX-VOLUNTEERS FOR
OVERSEAS POSTS

MPU

December 1975

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SURVEY OF THE PROBLEMS AND POSSIBILITIES INVOLVED IN RECRUITING EX-VOLUNTEERS FOR OVERSEAS POSTS

1. Following reports that only 44% of overseas indents for personnel, had been filled after 15 months, attention was drawn, (among other things) to the possibility of increasing recruitment for British Aid programmes from ex-volunteers. To explore this question further discussions were held with personnel in the following ODM Departments: Recruitment Executive, Information, and advisers from the statistics and agricultural fields. In addition, discussions were held with officers from VSO, UNA and RVA (ie Voluntary Service Overseas, United Nations Agency and Returned Volunteer Action, respectively). The former two organisations are volunteer sending agencies, the last an organisation which seeks to maintain contact with, and use the skills of, returned volunteers.

Ex-volunteer interest in further work overseas

2. If ex-volunteers are to be a target-group for recruitment activity, it is necessary to establish what interest they have in working overseas again. A number of surveys have looked at this question, but the results vary depending on the question asked. RVA's questionnaire was given to all volunteers returning in the months August to October 1974; 70% of the questionnaires were returned, and of this sample 75% answered 'yes' to the question "Would you like to return overseas to work?" VSO sent questionnaires to 200 returned volunteers (RVs) who had been back for 6-8 months; 60% of these were returned, and of this sample, 25% answered the question "What do you want to do in the long-term?" with 'Go/stay overseas'. UNA conducted no surveys, but in talks with volunteers on their return, the impression was gained that 20% of all UNA's RVs wanted to return overseas at some stage. The MP Unit of the ODM carried out a survey in 1973 of all ex-volunteers who had been working in the RNR fields in 1972. There was a 71% response rate, and of this sample, 56% answered 'yes' to the question "Would you like to work overseas again, either now or in the future, under a British Government Scheme?" There is obviously a large differential between these percentages, but this may be explained in a number of ways. Perhaps the most important factor to note, is the different phrasing of the questions. Both RVA's and MPU's questions are directed at an indefinite time-period, and an unspecified time in the future. VSO's may have been read to imply 'career' plans rather than asking what the likelihood was of a return at some stage, for some length of time, overseas. Another explanatory factor might be the time involved between the RVs return and receipt of the questionnaire. The sending agencies referred independently to the existence of a lag between a volunteer's return and his realisation that he would like to work overseas again, at an indefinite time in the future, for an indefinite period. This lag could be of a 2 month to 2 year duration. It is possible that UNA's 'low' percentage might be explained by the fact that the estimate was based on conversations while debriefing newly-returned, and possibly disoriented volunteers. It may be concluded that both the figures 75% and 20% represent extremes which are unrepresentative and in certain respects confusing to compare, given the different questions asked and circumstances under which they were asked. It is not yet possible to discuss any variation between disciplines as far as desire to return overseas is concerned.

3. Whatever the exact size of the interest, with approximately 15,000 RVs on record and 600 volunteers returning each year, there are

/certainly

certainly large numbers of experienced and qualified persons who might consider returning overseas on some basis, at some time in the future. It is not known how many RVs are presently employed on Government schemes overseas, but the number is felt to be rather small; precise figures may emerge from a study now in progress.

Limitations on ex-volunteer recruitment

4. Assuming that the number of ex-volunteers taking contract with ODM is much smaller than the number showing interest in further overseas work, a number of explanations may be presented:

- i. Inadequate publicity of general opportunities, specific posts and training schemes.
- ii. RV's unsuitability due to insufficient qualifications or experience in the relevant field.
- iii. Competition from other bodies - international or private.

Publicity directed at ex-volunteers

5. ODM recruitment executive receives lists of RVs from the sending agencies. The lists give names, addresses and (occasionally) some reference to the RV's previous job overseas. A standard letter (annex 1) is sent to all RVs at their home address, timed to coincide with their return (usually July-September). The letter refers to ODM vacancies overseas, and lists where they may be advertised. It also contains the offer of a year's free subscription to 'Overseas Development'. This paper contains details of current vacancies on the Aid Programme, in addition to general overseas news. The statistics department ODM has recently started to take lists of volunteers due to return, and the lists are checked in order to find volunteers who might be useful to that department. All such volunteers are sent a standard letter (annex 2) invited further details of their qualifications and interest - if any - in working on the Aid Programme in the statistics field. In addition to the above-mentioned forms of publicity directed specifically at ex-volunteers, is the lecturing undertaken by departmental advisers in ODM, as they circulate universities and colleges. The advisers give full details of the aid programme, the types of vacancies in it that may occur in their own field and the training schemes available. These lectures are not directed at volunteers but students in general. It is likely however, that prospective volunteers may attend such lectures.

6. All sending agencies debrief their RVs immediately on their return. The debriefing procedure varies from agency to agency, sometimes consisting in a brief welcome and general talk about the progress of the projects engaged in by the RV, sometimes consisting in a more thorough discussion of the RV's impressions and experience with the addition of some career information. All debriefing includes the distribution of RVA's questionnaires and introductory leaflets. RVA has a 'resources room' which contains pamphlets and details of jobs and career opportunities in general. It does not as yet have any ODM pamphlets, but RVs using the room may be verbally informed of the Aid Programme and vacancies on it. The numbers of RVs using RVA's facilities are small but increasing. Both RVA and VSO publish bi-monthly newspapers which carry among other things, job-sections.

/Neither

Neither of these papers regularly carry British Government vacancies, largely because they rely on details being sent to them, rather than using their own resources to gather information.

7. Volunteers sent overseas by VSO all have a 'correspondent' at home to whom they may write for resettlement advice; although only 8% (approximately) make use of this facility, information of Government schemes may be given. The only other sources of careers advice to which RVs are directed are university careers offices, and SCUAS - a newly set-up organisation, offering careers advice to all graduates regardless of the further-educational college or university they attended. SCUAS recently contacted VSA informing them of their existence and asking that RVs be told of the service they offered. As with individual university careers bureaux SCUAS will have details of government posts.

Volunteer Qualifications

8. All sending agencies recruit graduates only depending on the agency concerned, a greater or lesser stress is placed on skills and experience, or further qualifications. No figures are available as to how many volunteers hold post-graduate qualifications. Of all the sending agencies UNA places the greater stress on experience and skill, rather than paper qualification, but a degree or diploma in the relevant field is still a minimum requirement. UNA, CIIR and IVS recruit exclusively from graduates in technical and rural disciplines, unlike VSO, 60% of whose volunteers are in education and 30% in rural and technical disciplines. However, since VSO is by far the largest sending agency its '30%' represents more volunteers than the '100%' of any of the other agencies. The 1974 figures of volunteers sent by each agency are: VSO-1070; IVS-104; CIIR-89 and UNA-71. VSO is gradually adopting - in line with the other senders - a more 'developmental' approach, rather than 'volunteer utilisation' - accordingly, the proportion of its volunteers in rural and technical disciplines may be expected to increase in the following years.

9. Many volunteers have said on return that they want further qualifications before returning overseas to work. The recent VSO survey mentioned above also indicates that 30% of recently returned volunteers are now in further education. Again, it is not yet known what proportion of these are in rural or technical fields.

10. The qualifications held by RVs, combined with their minimum of 2 years overseas experience, would seem to correspond to those demanded by ODM recruiting officers. This is certainly true in the agricultural disciplines, but less certain in other disciplines.

Competition from other agencies

11. This may take the form of better publicity or terms of service; either would be hard to evaluate in comparison with ODM, but it is thought that as far as 'terms of service' are concerned, ODM is becoming more competitive. A research project now under way - title unknown - by Virginia Cook of Birkbeck College, may shed some light on what RVs accept and how they hear of them.

Possible inadequacies in publicity and suggestions for improvement

12. In the light of the above, the present recruitment letter

/(annex 1)

(annex 1) has a number of deficiencies. Firstly it is misleading as by definition all RV's have post-graduate experience and both recruitment offices in ODM, and a recent survey carried out by MPU have indicated that a large percentage of employees overseas do not have or need post-graduate qualifications. Secondly, the letter omits any mention of training schemes or contracts other than 2-3 years. Thirdly, the most important point is that the letter is sent to the home address. The low response to the letter may be explained by the frequent inaccuracy of home address given prior to the volunteers departure from the UK. It is likely that the letter would have greater effect if it were sent to the overseas address two months before the volunteer was due to return home. This is the time when a volunteer is most likely to be considering his future, and is less bound up with his work in the overseas country.

13. With regard to the papers in which vacancies are advertised it may be found worthwhile to use the 'Sun', 'Daily Mirror' and 'New Civil Engineering' for technical and agricultural posts; VSO recently started advertising for volunteers in these periodicals and received a noticeable increase in recruitment in these fields. Furthermore, much greater use might be made of the agencies own literature. Both VSO and RVA are eager to include details of vacancies in their job-sections of their newspapers, if these are sent to the agencies. Orbit, the VSO paper, is sent to all overseas volunteers and approximately 40% of returned volunteers. RVA's paper is sent to 1000 RVs and all newly returned RVs. VSO is also willing to print a supplementary sheet to Orbit, for the April or July issue, carrying whatever details of vacancies and general opportunities with the Aid Programme that ODM sends. Printing costs would have to be paid for in this case, whereas the regular adverts in the job-section are free. It would be worthwhile to accept the offer of a supplementary sheet at this time, as again, it is then that volunteers would be considering their future plans.

14. All sending agencies are willing to include ODM pamphlets in their debriefing procedure, if these are supplied. RVA would also like to include as full details as possible of the Aid Programme opportunities in their 'Resources room'. The agencies are eager for closer liaison with ODM since their concern with development is ongoing, and they would be able and willing to send ODM lists of RVs with greater detail of qualifications and skills. VSO has records of all past volunteers although the information will not necessarily remain current as it is difficult to maintain contact with RVs. RVA has lists of RVs from all sending agencies, who returned the questionnaire they were given on debriefing - 2000 at present.

Summary

15. The hesitation of recruitment personnel in ODM, to direct recruiting efforts at RVs, may be due to their out-of-date knowledge of the qualifications held by the majority of volunteers. Although it is not possible to say whether it is inadequate publicity, insufficient RV qualifications or their loss of interest in further overseas work which is responsible ultimately for the low apparent numbers employed in the aid programme, it is obvious that greater attention could be taken of RVs, at a relatively low cost, and with possibilities of a high return.

16. Problems over maintaining contact with, and current details of, volunteers who have returned, seem to make it less worthwhile sending letters to RVs, or trying to maintain links with them individually. It would seem sensible to concentrate recruitment efforts on the last two months of their term with a sending agency, on debriefing material, and on the agencies' literature and resources rooms. This would be relatively simple, especially since the agencies are keen to liaise with ODM for development purposes.

Miss C Healey
MPU
August 1975

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Ministry of Overseas Development
 Eland House Stag Place London SW1E 5DH

Telephone 01-834 2377 ext

Your reference

Our reference

RC 228/02

Date

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Dear Returning Volunteer

I understand that you have recently completed a period of voluntary service overseas. We are very conscious of the good work done by so many volunteers and we should like to thank you for your efforts.

We hope that your interest in overseas service will be maintained and that you may wish to consider undertaking an appointment for 2-3 years at some time in the future. Vacancies are available under the auspices of this Administration and of the Crown Agents for Overseas Governments and Administrations, and applicants are usually required to hold full academic professional qualifications together with some post-graduate experience. Vacancies are advertised in the national press and in professional journals and, once you are suitably qualified, you may apply by writing to the Appointments Officer at this address or the Appointments Department, Crown Agents, whose address is 4 Millbank, London SW1P 3JD, and in the case of appointments in Technical Education to The Council for Technical Education and Training for Overseas Countries, Grosvenor Gardens House, 35-37 Grosvenor Gardens, London SW1W 0BS.

To enable you to keep in touch with life overseas I enclose a copy of our bi-monthly publication "Overseas Development". If you are interested in receiving complimentary copies for one year will you be good enough to complete and return the slip below.

We would, of course, be pleased to consider any contribution about your service overseas which you think would be of interest.

Yours sincerely

for A Kehr

To Room E122 (RV)
 Ministry of Overseas Development
 Eland House Stag Place London SW1E 5DH

I should like to receive complimentary copies of "Overseas Development" for one year and have completed the information below. The address given is that to which the paper should be sent.

NAME (Block capitals please)

ADDRESS

.....

ENC

ANNEX 2

I am often asked to suggest names of suitable persons to fill statistical and computer posts in developing countries under various technical assistance schemes. Because of their overseas experience former volunteers are often excellent candidates for such posts and a number have been appointed to them.

I understand that your tour as a volunteer in _____ is due to end _____. I would be interested to learn whether you are interested in further overseas service under normal technical assistance or supplementation schemes. If so perhaps you would let me know what particular interests you have, ie geographical preferences and field of work, and also let me have an up to date curriculum vitae.

Obviously I cannot guarantee you an appointment overseas at any particular time but a number of vacancies do occur from time to time. If we know well in advance of your availability and wishes there is a greater likelihood of being able to match you to a suitable vacancy.

SURVEY OF ENGINEERS WHO HAVE
COMPLETED A PERIOD OF
SERVICE OVERSEAS

MPU
December 1975

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SURVEY OF ENGINEERS WHO HAVE COMPLETED A PERIOD OF SERVICE OVERSEAS

1. Aim of the Survey

The following survey of engineers who have completed a period of service overseas forms part of the continued search for and investigation of factors within ODM's control which influence decisions to work overseas on the aid programme, either for the first time, or on renewed contract. The search itself originates in ODM's concern over its recruitment record for such posts over the past few years.

2. Main Conclusions

- i. Of those who had completed at least one contract overseas the majority are willing to work overseas again. Most respondents are interested in working overseas for short periods in a career which is based in the UK.
- ii. Respondents were not in general, highly critical of the conditions that they found when serving on contract overseas. However there are pockets of dissatisfaction with regard to certain conditions, most notably promotion opportunities under the British Aid programme and on return to Britain, and opportunities for training and job security.
- iii. More concern was expressed over conditions of job security than over salary levels. This was also the case with those engineers who expressed reservations about working overseas again under the British Aid Programme.
- iv. The most preferred solutions to the problem of job security and career structure were the expansion of the home base scheme, also greater provision for training and greater access to information on job opportunities.
- v. There is clear scope for improving the liaison between ODM and personnel working overseas.
- vi. For the future, ODM should give highest priority to improving job security and continuity rather than salary and fringe benefits. Methods of increasing opportunities for training should be investigated.
- vii. 70% of terminating engineers said they would be willing to work overseas again and only 5% were definitely unwilling. However, amongst a group of people to whom career factors are of great importance, a wastage factor of up to 30% is high enough to warrant some changes in ODM policies.

4. Form of the Study

i. The survey covered all engineers terminating overseas contracts on OSAS TA BESS and BACS schemes within a 12 month period in 1974/5. "Termination" is used here to include those whose contracts had ended, those who left prematurely but not those discharged. As far as is known, none of the engineers surveyed had taken up another overseas post with ODM. The term "engineer" was interpreted widely to embrace fields from civil engineering to electronics.

ii. Lists of terminating engineers were obtained from records in DPS (OSAS and BACS) and PSE (TA and BESS) and numbered questionnaires - Annex 1 - sent to their latest home address - in many cases these were of bank branches. Records were made of the scheme, last post and country of service and questionnaire number of each person. In addition any details available in ODM or CA of age, marital status and qualifications were recorded, but in several cases personal record files were incomplete. A statistical breakdown of these details will be found in Annex 2. Reminder letters were sent two weeks after the initial letter with a copy of the questionnaire. In addition phone calls were made where possible, after a further week.

iii. Description of the survey population

	OSAS	TA	BESS	BACS	TOTAL
Survey size	119	8	3	4	134
Sample size	7*	6	1	2	87
Mean age sample					42yr
No's professional in sample					27
No's sub-professional "					38
Unknown					22

iv. Professional Status

This proved problematic; the main difficulty arose from some inaccurate ODM records of professional status. The fault seems to originate in the instructions for job-coding, which lead to classification being made on the basis of job-title rather than qualifications; with engineers this may result in mistaken coding. Subsequently such classifications as were on file have been disregarded as misleading, and instead information on PF's regarding qualifications or membership of professional bodies has been used, following consultation with advisers in the engineering department of ODM. Professional engineers are defined in this survey as those with a minimum of a first degree, and/or membership of a recognised chartered engineering institute. Because of the large percentage of respondents of "unknown" professional status, the potentially revealing breakdown of response by professionals and others was not attempted.

v. In the analysis, reference is made to three groups of respondents. These are: a. those who have indicated that they would like to work overseas again now or in the future, and yet who are in, or actively seeking UK posts. b. those who indicated that they would like to work overseas with ODM now or in the near future, and who are in or actively seeking overseas work, and c. those who are undecided or do not want to work overseas for ODM now or in

the near future. These groups may be identified by reference to questions 9 and 7.

4. Analysis

1. For the purpose of analysis, answers to the questionnaire may be divided into 4 sets of factors likely to influence decisions on future overseas work with ODM. These are: Emoluments; Career; working/living conditions; Job-information. Each of these sections will be dealt with firstly in terms of general response, secondly in terms of their significance for the group of respondents mentioned above (2 v.). It should be noted throughout when referring to raw-score results (Annex 1) that "dissatisfaction" scores of 20% or greater, or "satisfaction" scores of less than 50%, indicate significant sources of discontent.

11. Emoluments

This section deals with salary, fringe benefits and other financial concessions, which influence the level of real earnings. This area seems to be important both in terms of suggestions it should be given by ODM (q 11) and the frequency with which money matters are referred to in advice for future applicants (q 6). The similarity of response pattern to question 4ia (on salary) and 4il (on overall assessment of terms) is consistent with the hypothesis that the level of salary is the most important single item in the terms of service. Amongst the financial terms of service there is dissatisfaction felt with rent subsidies, baggage allowances and local leave conditions. From the response to question 11, it would seem that salary is a more important consideration however than fringe benefits. Finally, with reference to group a, mentioned above there is a positive correlation between those rating salary as 1st priority with regard to improvements in conditions of service (q 11) and those who are in or actively seeking UK posts, although they have expressed a desire to work overseas with ODM now or in the near future.

11. Career Career/job security considerations were given first priority over salary and fringe benefits by the majority of respondents (see q 11). They were frequently mentioned by respondents to question 6 (advice to those thinking of working on the Ail Programme.) The similarity of response pattern for question 4iio on job security and 4iik on general assessment of career factors is again consistent with the hypothesis that job security is the most important single factor in the assessment of career factors. Despite the fact that the section on career factors attracted the highest, and at the same time very significant, dissatisfaction ratings, under 30% of respondents felt that the prospects with international agencies (q 13) or private organisations (q 14) were any better than those with ODM. When ways of improving job security are considered (q 12) approximately 2/3rds of respondents agreed that greater information on job opportunities and home based posts were very significant. Approximately 2/3rds of the sample considered fixed 10 year contracts insignificant while longer contracts within the range 2-10 years would be a significant improvement. There was widespread agreement over the significance of the availability of training between tours and on return to UK with approximately 50% finding each "very significant" and just under 50% finding each "significant". With regard to group 6 people (mentioned in paragraph 3 (v)) there is a correlation between those placing career first priority (q 11) and those who are in, or actively seeking, further overseas work, who would like to work again for ODM.

iv. Working/Living conditions

a. Working conditions Although approximately 80% of the sample found the 'intrinsic interest' of their job to be generally satisfactory (5a) there was widespread dissatisfaction with the working environment in general (c) and in particular with the "availability of competent supporting staff" (5b). Other factors such as the availability of essential equipment (5c) local recurrent and capital funds (5d,e) and the quality of departmental/project management (5f) were also sources of great dissatisfaction. There is also a less well defined, but important trend of responses indicating dissatisfaction with ODM support and contact abroad (4c). This point was raised a significant number of times in comparison with international agencies (q 13) and private organisations (q 14), both of which were generally felt to provide greater personal contact and assistance abroad than ODM.

b. Living conditions With the exception of housing provision these living conditions over which ODM has influence, were not mentioned. Where housing was mentioned (q 6) advice to future applicants) it was invariably in the form of a statement of the inadequacy, late provision, poor quality and great expense of housing. Furthermore, ODM always fared badly when its provision of housing was compared with that of either international agencies or private companies (q 13, 14). Approximately 1/3 respondents mentioned the status/treatment given to employees of international agencies, as being much better than ODM employees enjoyed. Other living conditions mentioned q 6, were concerned with cultural/environmental changes, and political stability, which are not under ODM control. There does not appear to be any correspondence between groups a,b, or c (3 v. refs) and working/living conditions.

v. Job information

This area will be dealt with in two parts; a. information given by ODM/CA when recruiting/advertising for posts; b. the type and source of information on vacancies obtained by officers in post.

a. This area is mentioned by 20% sample in question 6, - advice to those thinking of working overseas with ODM. The context in which this factor was mentioned, was invariably cautionary, advising that exact information was obtained of the nature of the post, the political climate and its affect on operations, and the quality of assistance, if any. There was a general impression that ODM recruitment boards rarely had accurate information of this type, and that advertisements were misleading both with regard to terms of service, and the nature of the job required. There is however, no indication that this influenced people in deciding to work for ODM again, if reference is made to q 13 and the comments by those undecided, or not wanting to work for ODM in the future.

b. The importance of this factor is borne out by the 60% (approx) of the sample who voted greater information on job opportunities (vacancies (12f)) 'very significant' and the further 30% (approx) who found it 'significant'. Despite the importance of this area, (both to the engineers and ODM) over 50% of the sample had received no job information during their last tour, 20% (approx) read of vacancies in trade and other publications, and 13% (approx) had been contacted by OSRB. The remainder had themselves contacted ODM/CA or had received information through informal contacts. The large majority of the sample were dissatisfied with their degree of access to current job-information. There seems to be no correspondence between responses in this area, and the groups a, b, c (see v. refs).

5. Summary of Implications for ODM

In this section, the influential factors discussed in the survey over which ODM may have some control, are divided into two groups.

I. Factors over which ODM has direct influence:

i. Salary assessment/levels; and other financial inducements; information on and provision of training schemes; job continuity etc (via home-based posts or similar); contact and support to overseas officers; information on job requirements and conditions/vacancies in general. The cost of improving each factor would vary considerably, nor are all factors to be considered of equal importance. Salary levels may be regarded as the single most important factor in emolument-improvement, and job-continuity, the most important factor in career-structure/job-security improvement. Action could usefully be taken on both salary and job-continuity, but there may be some difficulty in assessing how this last may best be achieved. While home-based posts score highly (12a) as a means to improve job-security, 3rds of group (b), those who are in or actively seeking overseas posts, and want to work for ODM now or in the near future, have also stated that they would like to spend the rest of their career overseas (q 8a). There need not be any conflict over these results since different measures may be taken to satisfy persons in this category, and who would prefer to alternate between home and overseas work (q 8b). The provision of training schemes, and much greater publicity for the same, are important here.

ii. Perhaps the least expensive and most cost-effective option for ODM would be to publicise more frequently and widely - in BPO gazette and other trade magazines which are taken by officers in post; and to give more accurate and candid information on job-requirements and living/working conditions in post.

iii. Finally, there seems to be no mechanism at present for maintaining contact with all officers once they have returned, and OSRB only contacts officers who have completed two tours with ODM. It might be found productive therefore, to contact all officers in the last six months of their tour with general information of opportunities, and vacancy lists, and to establish a procedure for keeping contact with all who have worked overseas for ODM. With reference to this point, PFs should be kept of all persons on OSAS, TA, BESS and BACS schemes - regardless of by whom they were initially recruited - with comprehensive records of their qualifications and experience. At present there are many officers with no such records on ODM or CA files, and a further group with no PF's.

iv. It should be possible and would be useful to officers, if ODM gave greater support and kept contact with them while they were in post.

11. Factors over which ODM has no direct influence:

Problem areas in this section cannot be tackled directly, but only via representatives to host-country governments. The most important are housing - usually provided by the overseas government, and local tax and exchange regulations. These affect supplemented personnel more than TA's since the latter are paid by the British Government entirely.

ANNEX 1

YOUR ORIGINAL DECISION TO WORK OVERSEAS

Sample 87

raw score of results on questionnaire sample.

1. How long have you been working overseas in total?

Years 0-2 2-5 5-10 10-20 20+
 response 1 27 31 11 16 (1)

bracketted nos denote nos not answering that section.

2. The following is a list of some factors which may influence people to work overseas. Would you please cast your mind back to when you first sought a job abroad, and assess the significance of each of these factors in your own thinking at the time. Please give an answer by ticking the appropriate box for each factor listed.

Factors:	Very Significant	Significant	Not Significant
a. Interest in a career involving work overseas	<input type="checkbox"/> 44	<input type="checkbox"/> 34	<input type="checkbox"/> 9
b. Enhances overall career prospects	(1) <input type="checkbox"/> 18	<input type="checkbox"/> 35	<input type="checkbox"/> 33
c. Employment difficulties in UK	(1) <input type="checkbox"/> 5	<input type="checkbox"/> 7	<input type="checkbox"/> 74
d. Greater job independence and responsibility	(1) <input type="checkbox"/> 39	<input type="checkbox"/> 37	<input type="checkbox"/> 10
e. To assist the development of the poorer countries	(1) <input type="checkbox"/> 13	<input type="checkbox"/> 46	<input type="checkbox"/> 27

Other factors - please specify

f.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. When you first went abroad did you intend your service overseas to be:

- a. A long-term planned career until retirement? 31
- or b. A short-term period of experience in a career otherwise spent in Britain? (1) 55

CONDITIONS OF SERVICE

In the next three sections you are asked to give your views on living and working conditions overseas in the light of your experience under British Government Schemes. Please give your views in respect of the last country in which you served.

4i. Terms	Generally satisfactory	Unsatisfactory in some aspects	Very unsatisfactory
a. Salary (taking income-tax exemption into account)	() <input type="text" value="45"/>	<input type="text" value="34"/>	<input type="text" value="8"/>
b. Gratuities - if applicable (7)	<input type="text" value="58"/>	<input type="text" value="15"/>	<input type="text" value="7"/>
c. Rent subsidy (20)	<input type="text" value="34"/>	<input type="text" value="38"/>	<input type="text" value="15"/>
d. Education allowances (32)	<input type="text" value="42"/>	<input type="text" value="11"/>	<input type="text" value="1"/>
e. Children's holiday visit passages (32)	<input type="text" value="49"/>	<input type="text" value="4"/>	<input type="text" value="2"/>
f. Baggage allowances	<input type="text" value="47"/>	<input type="text" value="24"/>	<input type="text" value="16"/>
g. Local leave (2)	<input type="text" value="40"/>	<input type="text" value="22"/>	<input type="text" value="22"/>
h. Overseas leave	<input type="text" value="71"/>	<input type="text" value="11"/>	<input type="text" value="5"/>
i. Degree of contact with or support from ODM or other British Government representatives whilst abroad. (1)	<input type="text" value="27"/>	<input type="text" value="25"/>	<input type="text" value="34"/>
Others - please specify			
j.	<input type="text"/>	<input type="text"/>	<input type="text"/>
k.	<input type="text"/>	<input type="text"/>	<input type="text"/>
l. Overall assessment of terms (7)	<input type="text" value="40"/>	<input type="text" value="36"/>	<input type="text" value="2"/>
2.			

4ii. Career factors	Generally satisfactory	Unsatisfactory in some aspects	Very unsatisfactor
a. Opportunities for promotion within the British Aid Programme (11)	24	20	32
b. Promotion opportunities on return to Britain (21)	11	28	29
c. Degree of job-security (6)	19	33	29
d. Opportunities for training prior to taking post (19)	17	19	32
e. Opportunities for training between tours (18)	16	10	41
f. Opportunities for up-dating training after finishing work for Overseas Development Ministry (17)	12	21	36
g. Ease of keeping abreast of developments in your professional field (5)	13	42	27
h. Ease of keeping abreast of job opportunities (7)	16	31	33
Others - please specify			
i.			
j.			
k. Overall assessment of career factors (2)	16	36	23

4A

WORKING ENVIRONMENT

	Generally satisfactory	Unsatisfactory in some aspects	Very unsatisfactory
5. a. Intrinsic interest of job	71	15	1
b. Availability of competent supporting staff	12	23	42
c. Availability of essential equipment	19	36	31
d. Availability of local recurrent funds (5)	23	27	32
e. Availability of local capital funds (5)	24	27	31
f. Quality of departmental (or project) management	21	40	26
Other factors - please specify			
g.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Your overall assessment of working environment (7)	24	44	12

6. Suppose that a friend or colleague asked your advice about working overseas for the first time under a British Government Scheme. Generalising from all your experience abroad, which factors would you tell him to think most carefully about before making up his mind?

The order you place the factors in does not matter, but please underline the factor which is, in your opinion most important.

	Frequency of mention	No persons mentioning
a. <u>Environmental factors</u> - local attitude/adaptability.....	42	22
b. Political security - interference with work etc.....	43	26
c. Personal - Family/Health/shortages etc.....	80	55
d. Career - Job requirements/conditions etc.....	39	36
e. Financial - salary/gratuities/allowances/tax etc.....	55	41
f. <u>Information</u> : on tour/conditions/contact & ODM etc	19	15
g. <u>Housing</u> :	4	22

YOUR PRESENT CIRCUMSTANCES AND PLANS FOR THE FUTURE

some double-scoring occurred with this question.

7. Are you at present:

- a. In (or about to take up) a job in Britain? 41
- b. In (or about to take up) a job overseas? 22
- c. Actively seeking a job in Britain? 5
- d. Actively seeking a job overseas? 26
- e. In (or about to take up) a course of further education? 3
- f. On leave with no definite plans? 6
- g. Retired? 0

8. Looking ahead, would you like to see yourself:

- a. Spending the rest of your career in a developing country? 25
- or b. Alternating between periods of work overseas in developing countries and periods of work in Britain? 52
- or c. Returning to Britain on a permanent basis? 10

If you answered "yes" to question 7c please go straight to questions 10-14 inclusive.

If you answered "yes" to either 7a or 7b please continue with questions 9-14

9. Would you like to work overseas again, either now or in the near future, under a British Government Scheme?

Yes 61 No 4 Undecided 20

10. For those who do not want to work overseas again for ODM or are undecided, please indicate those factors which were/are dominant in your reaching that decision. (If there is not enough room, please use the reverse side).

5.

No Persons mentioning such factors

Factors:	Financial	6
	Career	7
	Personal	5
	Political	5

11. Please consider the following three aspects of conditions of service which the Overseas Development Ministry has influence over. In deciding the best way to improve conditions of service, what priority do you think should be given to each aspect. (Please tick on box in each column).

		1st	2nd	3rd
a. Salary	(1)	34	44	7
b. Fringe benefits	(1)	16	17	53
c. Job security/career structure	(1)	46	25	20

some double scoring occurred here.

12. Please consider ways of improving job security and career structure. What rating would you assign to each of the following measures?

		Very significant	Significant	Not significant
a. Home-based posts (ie. posts on the establishment of UK organisations) with commitments to periodic service overseas	(3)	49	27	8
b. Fixed 10 year contracts	(4)	11	18	54
c. Longer contracts within a range of 2-10 years	(1)	23	35	28
d. Availability of training and grants to upgrade qualifications between tours	(2)	40	36	9
e. Availability of training and grants to upgrade qualifications on return to Britain		43	32	11
f. Greater information on job vacancies/opportunities	(2)	51	24	9
Others - please specify				
g.				
h.				

13. You may at some point have worked, or considered working, for an international agency, (eg. U.N.) You will in any case, have probably come into contact with personnel employed by such agencies. Would you please say how you think the general conditions of service (eg. salary, fringe benefits, career structure, etc) for contract appointments with international agencies, compare with those applying under British Government Schemes? (Please use the reverse side if you need more room).

	<u>International better than ODM</u>	<u>ODM better than International</u>
Salary	58	1
Perks/fringe benefits	45	4
Career	24	3
Working conditions	21	
Living conditions	9	
Status/local treatment	19	
Housing	2	
Tax position	15	
Medical 5 Car 7 Education 2		

14. We would also be interested in your views as to how general terms and conditions offered by the private sector compare with those applying under British Government Schemes. (Please use the reverse side if you need more room).

	<u>Private better than ODM</u>	<u>ODM better than Private</u>
Salary	35	11
Fringe benefits/perks	40	13
Career	6	5
Living Conditions	6	5
Working conditions	6	5
Status/Local treatment	5	6
Tax	-	7
Housing	26	-
Car 15 Education 2 Medical 5		

15. Did you receive any information about further job opportunities during your last tour? Please give details of how you received the information and whether the jobs were in the UK or abroad.

No information - 47

Trade/Other Publications - - New Civil Engineering, British Post Office Gazette

OSRB contact - -

ODM/CA publicity - 5

Own efforts/contacts - 8 NB. This was on return to UK in 5 cases.

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ANNEX 2

Statistical breakdown of Sample:

a.

SCHEME	NO	%
OSAS	78	89
TA	6	8
BACS	2	2
BESS	1	1
Total	87	100

b.

PROFESSIONAL STATUS	NO	%
Professional	27	31
Sub Professional	38	44
*Unknown	22	25
Total	87	100

* See iv main survey.

c.

AGE	NO	%
20-30	4	5
31-35	9	10
36-40	17	20
41-50	25	29
51-60	12	14
61+	4	5
Unknown	16	18
Total	87	100

d.

LAST COUNTRY OF SERVICE	NO	%
Zambia	22	25
East Africa	18	21
Malawi	17	20
Kenya	6	7
Gambia	2	2
Seychelles	2	2
Swaziland	2	2
Other (one officer only)	18	21
Total	87	100

e.

MARITAL STATUS	NO
Single	11
Married	63
Separated/Div	1
Unknown	12
Total	87

46 were known to have children.

↓ Countries in 'Other' section:

Argentina
Bahrain
Barbados
Botswana
Burma
Malaysia
Montserrat
Mauritius
Honduras
Sabch
Sierra Leone
CEIC
BSI
Dominica

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SURVEY OF PERSONS WITHDRAWING APPLICATIONS FOR OVERSEAS POSTS

**T Blackford
Manpower Planning Unit**

September 1976

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SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

1. The principal conclusions and recommendations of the mailed questionnaire survey of persons withdrawing applications for overseas posts, which was mounted by ODM with the assistance of Crown Agents and TETOC in 1975, are summarised below (Paragraph 2-6).
2. Delays in recruitment procedure are considered to be of prime and direct importance in influencing the decision to withdraw for applicants to all three agencies. Both OSAS and TC posts were significantly affected by delays (in the latter instance, 11 out of a total of 19 respondents cited delays as a major factor in withdrawing). Much of the problem lies within the agencies' spheres of influence, with improvement apparently dependent upon faster processing of application between first application and interview, and between interview and after offer/rejection. Clearly improvement is to a greater or lesser extent constrained by the resources at the disposal of the recruiting agencies. Any additional resources involved would have to be appraised in view of the cost/benefits of such action (Paragraphs 10 and 11).
3. The lack of career structure and the effect of overseas employment on subsequent career prospects in the UK are another major area of concern. Fifty one respondents (41% of the total sample) were concerned about the effects on their careers in one way or another. This result (which is consistent with the findings of several other MPU studies) lends support to ODM's plan for further expansion and better management of the Home Based Scheme, and for further expansion of the Corps of Specialists in some occupations. It also suggests a need for wider publicity of existing ODM facilities for assisting with job-placement on completion of overseas service, and possibly further expansion of such assistance under OSRB. The large proportion of the sample with overseas experience, and the significance of delays in recruitment procedure, may suggest that there would be significant benefits from developing an improved recruitment information system in order to re-deploy people with relevant experience more rapidly on completion of contract. Again the cost/benefit trade-off merits further study. (Paragraph 12)
4. Salary scales were the subject of many responses. However, the apparent significance of salary is mitigated by the disparity between the number of respondents who cited salary as an important factor in withdrawing their application (64 out of 121 - 53%) and the number who would have altered their decision had a higher salary been offered (42 out of 121 - 35%), a disparity large enough to indicate that mere salary increases alone would not have solved recruitment difficulties, even amongst those for whom it was an important factor. The graph at the end of the report shows that a rise of £1,000 p.a. would have induced only 11 people to have changed their minds. (Paragraph 13 and 14)
5. It is worth noting that many respondents made unsolicited comments about the lack of information on their posts, and the vagueness of the job description. There seems to be a need for greater dissemination of literature and information on the post, its duties, living arrangements, and so on, at all stages of the recruitment process, not simply after an offer has been made. The interview procedure, too, is an area which was the subject of some criticism - specifically the inability of the interviewer to answer questions and the lack of direct contact with officers experienced in the relevant field. (It should be noted, however, that some shortcomings at interview may be the result of the candidates' lack of preparation, and their expecting the interview to provide information which could, and should, be properly obtained elsewhere.) It may be worth considering, nonetheless, whether there is scope for closer involvement of specialist officers and advisers from within ODM, and representatives of the country involved, at interview. A further possibility is for an applicant to be invited to

correspond directly with an experienced officer within ODM who can deal directly with any enquiries the applicant may have after being invited for interview. Again there is an apparent trade-off between implementing these measures and both the extra cost involved, and the potential delays likely to ensue. (Paragraph 15)

6. Finally, recruitment could well be improved by the encouragement of large OSAS users to make recruitment visits to the UK - as with the visits in the recent past by officials from Botswana and Zambia. Such recruitment 'drives' would increase the flow of information to applicants, especially at interview, obviate the need to refer candidates out, thus saving time, and possibly increase the suitability of the candidate eventually selected, to the benefit of all concerned. It would be useful to examine the results of recent recruitment visits in order to determine whether they can justify the cost. (Paragraph 16)

Introduction

7. This paper is the final report of an MPU Survey, mounted with the co-operation of TETOC, and Crown Agents, to investigate ways of improving recruitment performance for overseas posts. It is based on a questionnaire, given at Annex A, that was mailed to a sample of people who withdrew their application to ODM, TETOC or Crown Agents for UK Government-funded posts between 1.6.75 and 1.9.75 at a stage in the recruitment process subsequent to being invited for interview. The survey's original intention, to include all those who withdrew in this period, was hampered by difficulties in identifying all the individuals involved. Altogether 134 questionnaires were sent out, and 121 replies received. Whilst it is realised that not all of the responses can be taken at face value, we believe that the strongest trends should be noted and, where practicable, acted upon.

TABLE I Distribution of Questionnaires

	Crown Agents.	TETOC	ODM (OSAS)	ODM (TC)	TOTAL
Questionnaires sent	59	24	31	20	134
Questionnaires received	53	21	28	19	121
Response rate %	90%	88%	90%	95%	90%

No specific occupational or geographical bias emerges in the sample, other than that which reflects the pattern of total recruitment activity over the survey period.

8. Everyone received an identical questionnaire, a similar covering letter, and a pre-paid label or envelope for return of the questionnaire from ODM, TETOC and Crown Agents. TETOC figures for questionnaires sent and received are low because they (TETOC) do not advertise vacancies during summer holidays as a result of past recruiting experience. The figure would have been even lower had TETOC not decided to send questionnaires to those who had withdrawn in the three months before 16.6.75. However, this in itself does not create any particular bias in the sample. The stages of withdrawal defined in the survey were as follows:

1. Invited for interview but did not attend
2. After interview, before offer
3. After provisional offer
4. After firm offer

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It must be emphasised that the survey was intended to look at withdrawals and means of influencing the decision to withdraw, and not the overall recruitment programme. The results and recommendations should therefore be interpreted in the context of these terms of reference and not as a survey or a criticism of the whole recruitment procedure per se.

Results

9. Three major areas of interest emerge from the responses received -

i. delays in recruitment procedures; ii. salary levels; iii. career structure and effects on career prospects of overseas employment. Table II summarises the main findings.

10. Delays in the recruitment process are probably the most important issue to arise from the survey. ODM fared better than TETOC or Crown Agents as far as OSAS respondents are concerned (32%) indicated that they were dissatisfied with the extent of the delays. As far as TC posts are concerned 11 out of the 19 respondents cited delays as a major reason for withdrawing their applications. Of these, 7 respondents withdrew before they had received an offer. (Similarly, 22 of the 33 OSAS respondents withdrew at the same stage.) This suggests that these withdrawals could be influenced by the recruiting agencies' faster processing of their applications (especially if the recipient country is not involved at this stage of selection). Improvement in processing seems to be necessary between first application and interview, and between interview and referral out to the recipient country.

11. The number of withdrawals who accepted alternative posts is interesting both intrinsically and for its connection with delays in recruitment. 21 of the 121 respondents (17%) accepted alternative posts overseas, and 28 out of 121 (23%) accepted alternative posts in the UK. These reasons for withdrawals seem to have been of more importance for TC respondents: 15 out of 19 marked one or other of these boxes as a significant reason for withdrawing, and 9 gave either one or the other of them as the major reason for withdrawing; exactly why they accepted this alternative post is not made explicit by the questionnaire, but salary does not seem to have been an important factor and neither do doubts about career. Overall, however, 30 out of 121 (24%) cited both delays and acceptance of an alternative post, and for TC appointments 10 out of the 15 who marked the boxes for accepting alternative posts also marked the box citing delays. These findings seem to reinforce the conclusions reached about delays.

12. Career is an important area of concern indicated by the survey. Two boxes in the questionnaire covered this - Box 8 "Lack of career structure", and Box 12 "Doubts about the effects of overseas employment on subsequent career prospects in the UK". 29.8% (37 out of 121) of the sample marked box 8, 38% (46 out of 121) marked box 12. No correlations between occupation or geographical area and career concern emerge. The doubts about effects on careers were expressed by a wide range of respondents, both OSAS and TC. From the recruiting agency's point of view there has been an increased awareness of the need to safeguard career prospects and the career structure of overseas-serving officers. In light of this, the expansion of the Home Based Scheme and the Corps of Specialists is to be welcomed. The survey - taken together with the results of other studies undertaken by MPU - also lends support to suggestions for an expanded role for the Overseas Service Resettlement Bureau.

13. Salary scales are a further area of some importance. 53% (64 out of 121) of all respondents expressed concern over the level of pay in one form or another; 39% - 48 - thought salaries were too low in comparison with prevailing overseas rates; 15% - 19 out of 121 - cited both. The apparent significance of salary is mitigated to a certain extent by a later question in the questionnaire which asked whether an increase in salary would have induced a change of decision to withdraw. For OSAS posts, 35 out of 102 respondents (34%) would have changed their minds. 9 (9%) might have done so, and 51 (50%) would not have altered their decision. 7 did not answer. Of the 19 TC respondents, 4 would have changed their decision 13 would not and 2 did not answer. Overall, therefore, of the full sample of 121 39 would have taken up their posts

had a higher salary been offered (32%) 9 might have done so (7%), 64 would not have (53%) and 9 did not answer (8%).

14. Further information is given in the accompanying diagram (diag 1), which illustrates the scale of increase in salary needed to induce individuals to take up their posts. A rise of £1,000 p a would have induced 11 people out of 112 who replied to this question to change their minds, whilst a rise of £2,000 p a would have induced 20 people to change their minds. A final point of some interest is the fact that of the 39 respondents who would have changed their minds, only 5 were single, widowed or divorced. Clearly, the estimation of salary as a factor in living and working overseas should not be understated, especially, it seems, for the married applicant. However, the disparity between the number who cited salary as an important factor and those who would have altered their decision is sufficiently large to indicate that other variables are of more importance for a considerable number of individuals and that there remains considerable scope for less costly ways of improving recruitment performance, which may be as effective as salary inducements.

15. There are a significant number of unsolicited comments at the end of the questionnaire about the lack of information and the vagueness of job description. There is an apparent need for greater dissemination of literature covering all aspects of the appointments - duties, living conditions, health etc, by all the agencies at all stages of recruitment. This would, of course, entail some additional expense, but the likely benefits for recruitment could well justify a moderate outlay. Naturally, this would have to be examined in greater depth before a conclusion could be reached. As far as interview procedure is concerned, there would seem to be a need to achieve a better dialogue between interviewer and applicant. Whilst it is appreciated that the interviewer promises to get any information which he cannot supply at interview, the information is only made known conditional upon the applicant being offered a post. Many comments reflected the lack of confidence in the interview procedure generally which must be counter-productive.

16. Several areas of improvement suggest themselves, subject to cost and administrative constraint:- closer involvement of relevant subject advisers within OIM, and High Commission or representatives of the country concerned, at interview (where applicable ie for OSAS posts); involvement, where possible, of officers with first-hand experience of conditions in the country in question; the appointment of an officer within OIM to liaise directly with the applicant after offer (for OSAS posts - PSE officers already provide this service for TC posts, although it may not be realised by all). One further possibility is encouraging large OSAS users to make recruitment visits to the UK - as with the recent visit by representatives from Botswana and Zambia. Such visits would serve to increase the quality of information immediately available, especially at interview, and would obviate the need to refer candidates out. It would be interesting to evaluate such visits, in order to determine whether the benefits can justify the cost.

Background Factors

17. Table IV summarises the findings of a comparison made between those people who withdrew their application and those who took up their posts, with regard to age, marital status, and previous overseas experience. In order to exclude those drop-outs who might not have been offered an appointment, comparison is made only between those 45 people (OSAS and TC) who had been offered a post, either provisionally or definitely, and a selection of people who were recruited for RNR posts in 1974, using data from a recent MPU survey.

18. The only significant conclusion to emerge is that drop-outs with overseas experience numbered 69% as opposed to 50% of RNR recruits. This suggests that the majority of our sample were well-qualified for overseas employment in this respect under the Aid Programme.

19. With regard to the overall sample of 121 respondents, it should be noted that there are no statistically significant biases towards any one country, region or occupation other than those which reflect deliberate recruiting drives.

20. The answers to question 4b, concerning the reason of greatest importance in the decision to withdraw, exhibit a wide scatter of selection roughly the same in proportion as the responses to question 4a, with the exception that 16 respondents selected box 18 as "unforeseen changes in personal or family situation", the largest single response. However, when taken together, the number of respondents circling the two boxes for acceptance of an alternative post (overseas and UK) totalled 20, the highest overall response. 23 respondents did not select a single major reason.

21. Theoretically, ODM ought to be able to influence all of those areas other than box 18 other than strictly personal reasons. However, the involvement of a recipient country, and the possible inaccuracy of some responses clearly makes this an improbable conclusion. Nevertheless, the areas which ODM can influence are sufficiently large to merit closer examination. Under any estimation there is a valuable pool of resources being lost, and even if those respondents who withdrew before offer are discounted there is still a large enough number to warrant investigation.

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September 1976

TABLE II Reasons of greatest importance in the decision to withdraw

(Question 4a)

Box No and Heading	Crown Agents 53 People	TETOC 21 People	ODM (OSAS) 28 People	SUB-TOTAL 102 People	%	ODM (TC) 19 People	TOTAL 121 People	%
2. "Salary and allowances insufficient compared with UK rates"	25	9	11	45	44	3	48	40
3. "Salary and allowances insufficient compared with other overseas opportunities"	19	6	8	33	32	4	37	30
8. "Lack of career structure"	31	5	7	33	32	3	36	29
12. "Doubts about effects of overseas employment on subsequent career prospects in the UK"	23	7	11	41	40	5	46	38
14. "Delay in process of recruitment"	22	6	5	33	32	11	44	36
16. "Acceptance of alternative post in UK"	8	2	4	14	14	7	21	17
17. "Acceptance of alternative post overseas"	8	6	6	20	20	8	28	23

TABLE III

a. Distribution of sample by Age

Age Range	Crown Agents		TETOC		OIM		TOTAL	
	No	%	No	%	No	%	No	%
20 - 29	14	27.6	6	29.0	21	45	41	33.9
30 - 39	24	45.2	7	33.3	16	34.0	47	38.9
40 - 49	12	22.6	7	33.3	8	17.0	27	22.3
50 - 59	3	5.6	1	4.7	2	4.2	6	4.9
Ave Age	34	100%	36	100%	33	100%	34	100%

b. Distribution of Sample by Marital Status

Marital Status	Crown Agents		TETOC		OIM		TOTAL	
	No	%	No	%	No	%	No	%
Married	40	75	16	76	26	55.3	82	67.7
of these Married with dependent children	30	(56.6)	12	(57.1)	21	(44.6)	63	(52.1)
Single	13	25	5	24	21	44.7	38	32.3

c. Distribution of Sample by Previous Overseas Experience

Overseas Experience	Crown Agents		TETOC		OIM		TOTAL	
	No	%	No	%	No	%	No	%
Worked Overseas	26	49.0	13	61.0	30	63.8	69	57.0
Of these, worked in LIC	19	(35.8)	9	(42.8)	27	(57.4)	55	(45.5)
Of these, worked in UK Govt-funded scheme	9	(16.9)	5	(23.8)	23	(48.9)	37	(30.5)

TABLE IV

Fortyfive people in the sample were made offers - provisional or firm. The following table compares their age, marital status and previous overseas experience with those of recent recruits in the RMR field on a percentage basis.

Age Range	Total Sample of withdrawn applications %	Applications withdrawn after offer %	RMR Recruits %
20 - 29	33.9	37.8	25.3
30 - 39	38.9	33.3	31.2
40 - 49	22.3	20.0	20.4
50 - 59	4.9	8.9	13.6
60	-	-	9.5
	100.0	100.0	100.0
Married	67.7	66.0	72.1
Married with dependent children	52.1	44.0	47.6
Previous overseas experience	57.0	69.0	56.4

Key to Box Numbers for Tables V and VI

1. Reservation about nature of appointment and duties of post
2. Salary and allowances insufficient compared with UK rates
3. Salary and allowances insufficient compared with other opportunities overseas
4. Housing arrangements unsatisfactory
5. Education allowance insufficient
6. Medical arrangements unsatisfactory
7. Insufficient leave
8. Lack of career structure
9. Other (please specify)
10. Doubts about effects of overseas employment on children's education
11. Lack of employment opportunities for wife
12. Doubts about effect of overseas employment on subsequent career prospects in UK
13. Possible political instability or other threat to personal or family security in country of proposed assignment
14. Delay in process of recruitment
15. Timing of appointment inconvenient
16. Acceptance of alternative post in UK
17. Acceptance of alternative post overseas
18. Unforeseen changes in personal or family situation

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TABLE V Distribution of Answers to Question 4a: Reasons Which Were Significant In the Decision to Withdraw Application For Overseas Employment

BOX No [*]	CROWN AGENTS (53 people)	TETOC (21 people)	OIM(OSAS) (28 people)	SUB-TOTAL (OSAS) (102 people)	% S-TOTAL	OIM(TC) (19 people)	TOTAL (121 people)	% TOTAL
1	12	4	5	21	20.5	3	24	19.8
2	25	9	11	45	44.1	3	48	39.6
3	19	6	8	33	32.4	4	37	30.5
4	12	2	5	20	19.6	1	21	17.4
5	6	2	2	10	9.8		10	8.2
6	7	1	3	11	10.8	1	12	9.9
7	7	4	4	15	14.7	2	17	14.0
8	21	5	7	33	32.4	3	36	29.8
9	8	2	2	12	11.8	2	14	11.5
10	6	3	6	15	14.7		15	12.4
11	7	3	6	17	16.7	2	19	13.7
12	23	7	11	41	40.1	5	46	38.0
13	8	3	2	13	12.7	1	14	11.6
14	22	6	5	33	32.3	11	44	36.4
15	3	1	6	10	9.8	1	11	9.1
16	8	2	4	14	13.7	7	21	17.4
17	8	6	6	21	20.5	8	29	24.0
18	7	4	9	20	19.6	3	23	19.0

*For key to box nos see preceding page

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TABLE VI Distribution of Answers to Question 4b: The Reason of Greatest Importance in the Decision to Withdraw

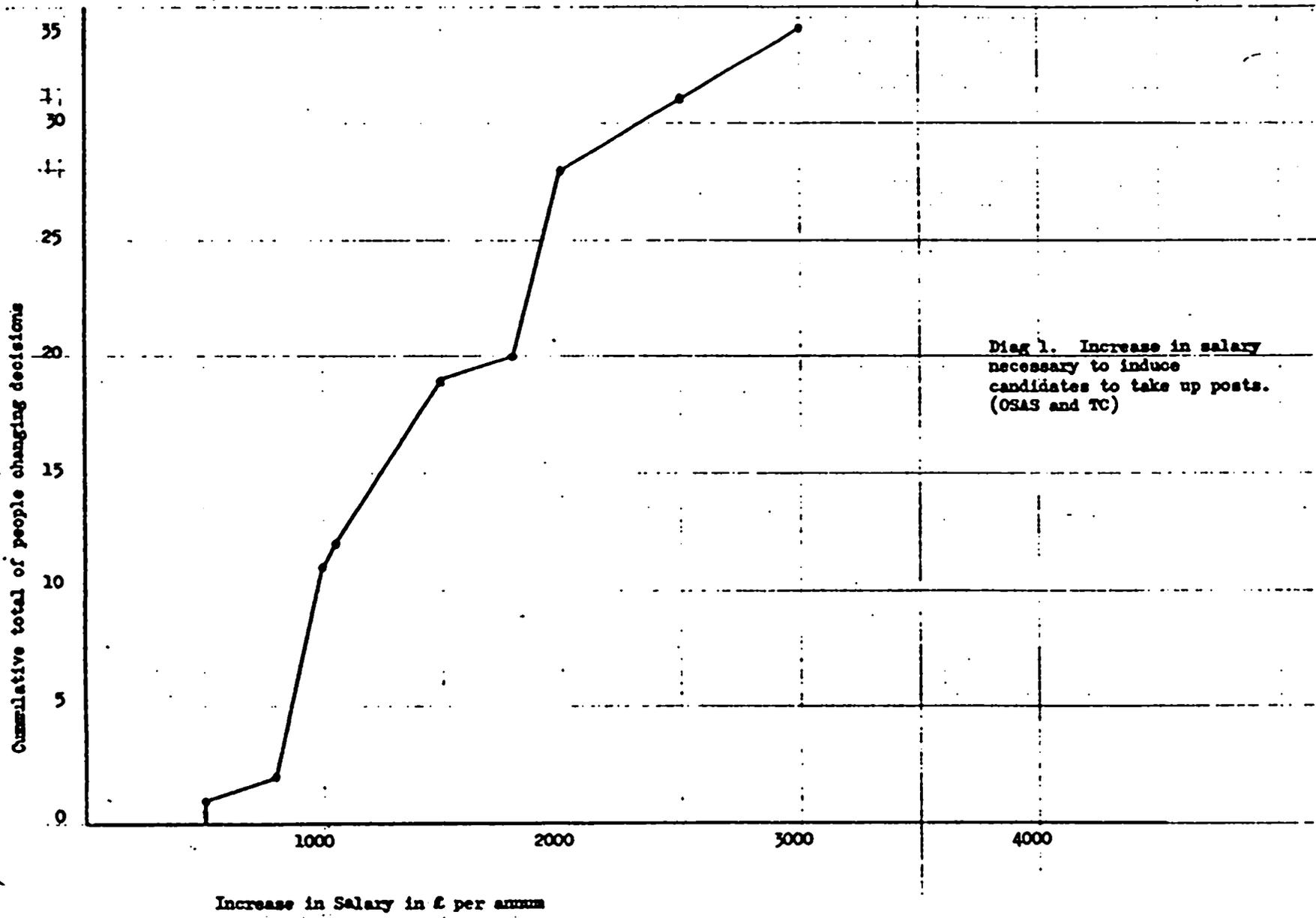
BOX No*	CROWN AGENTS (53 people)	TETOC (21 people)	ODM(OSAS) (28 people)	SUB TOTAL (102 people)	ODM(TC) (19 people)	TOTAL (121 people)	%
1	2	1	2	5	2	7	5.8
2	7	2	1	10	1	11	9.1
3	2	1	1	4	2	6	4.9
4		2		2		2	1.7
5							
6	1			1		1	0.8
7			1	1		1	0.8
8	4			4		4	3.3
9	2	1		3		3	2.5
10	3	1	2	6		6	4.9
11		1	1	2		2	1.7
12	4	3	2	9		9	7.4
13							
14	4	3	1	8	2	10	8.3
15	1		1	2		2	1.7
16	4			4	4	8	6.6
17	4	2	1	7	5	12	9.9
18	7	1	7	15	3	18	14.9
no reply to this question 8		3	8	19	0	19	15.7

*For key to box nos see preceding page

TABLE VII Distribution Of Answers To Question 5: "Would You Have Altered Your Decision If Higher Salary Had Been Offered?"

	CROWN AGENTS		TETOC		ODM (OSAS)		SUB TOTAL		ODM(TC)		TOTAL	
	No	%	No	%	No	%	No	%	No	%	No	%
YES	17	35.4	7	35.0	11	40.7	35	36.8	4	23.5	39	34.8
MAYBE	4	8.3	2	10.0	3	11.1	9	9.5	-	-	9	8.0
NO	<u>27</u>	<u>56.3</u>	<u>11</u>	<u>55.0</u>	<u>13</u>	<u>48.2</u>	<u>51</u>	<u>53.6</u>	<u>13</u>	<u>76.5</u>	<u>64</u>	<u>57.2</u>
	48	100.0	20	100.0	27	100.0	95	100.0	17	100.0	112	100.0

NB Nine candidates did not answer this question



Diag 1. Increase in salary necessary to induce candidates to take up posts. (OSAS and TC)

COPY OF QUESTIONNAIRE
(Totals in Boxes)

Questionnaire Number R

1. Have you ever worked overseas?

52 No - Go straight to Question 3.

69 Yes - Please indicate country(ies):-

2. Have you ever worked overseas on UK Government funded schemes?

30 No

25 Yes Overseas Service Aid Scheme

8 " British Expatriates Supplementation Scheme

1 " Technical Assistance Officer

3 " Voluntary Service Overseas

5 " Other (Please specify)

3. Have you relatives or friends who are working/have worked in a developing country in the last two years? Yes

No

IN CONFIDENCE

67

Other reasons (please specify)

19

7 1

- 4.B. Please now circle the one reason which was of greatest importance in forming your decision to withdraw.
5. Would you have altered your decision if a higher salary had been offered?
- | | |
|-------|----|
| Yes | 39 |
| Maybe | 9 |
| No | 64 |
6. If your answer to 5 is "Yes", please state approximately how much more, in pounds per annum, would have induced you to take the job.
7. Have you any other comments on how we can make employment under the Aid Programme more attractive to you?