

Cluster Corporate Management - 3rd WG meeting 17/18 April 2008, Leipzig

Questionnaire on Development of skills and competences

Please answer the following questions with respect to your own company, city or region

All information given will be kept strictly confidential!

A. Ageing of the workforce and possible shortage of labour

1. What is the average age of the employees in your organisation?
2. What is the percentage of personnel that is or will be leaving the organisation in the coming 2 to 3 years, due to retirement or resignation? _____ %.
 - a) Is it across the whole organisation in all functions?
 - yes
 - no, remarks: _____
3. Is your organisation known as an attractive employer in your city or region? • yes • no
4. Has your organisation difficulty in finding and hiring new personnel? • yes • no
 - a) If yes, why _____
5. What type of shortages/shortcomings do you expect? (in jobs for drivers, managers, specialists, maintenance, administrative, others ?)

B. Current and future recruitment strategy

6. What are your most favorite recruitment methods at the moment? (Advertising, local/regional/national news papers, advertising on your own rolling stock, recruitment agencies, on line via internet etc.)
7. How do you recruit new managers? (e.g. via advertisements, headhunting)
8. Which new recruitment methods will your organisation have in the near future, if any?
9. Do you plan to introduce more advanced/sophisticated assessment procedures? • yes • no
 - a) If yes, which one(s) _____

C. Use of competencies

A remark first: “A job description addresses the various attributes of a job. By contrast, a competency model describes the competencies necessary to attain success at a certain type of work” (examples: communication skills, discipline, teamwork etc.)

10. Are competency models being used at the moment or will they be developed in the near future?
- yes • no
- a) If which one(s) _____
11. For which type of jobs have competencies been developed? (management, maintenance, drivers, administration etc.)
12. Do present job descriptions include some competencies as well? • yes • no
13. Are competencies being used in performance reviews and appraisals? • yes • no
14. Is there an agreement between manager and the employee on a “personal development plan” for each employee? • yes • no

D. Training and development

15. Does your organisation have a training and development strategy which is related to the overall strategy of the company? • yes • no
16. Does your organisation have a training budget? • yes • no
- a) What is the average percentage of training cost compared to the total salary budget?
17. Do (senior) managers have the main responsibility for allocating training budgets?
- yes • no
18. Do you have special training programmes for managers? • yes • no
- a) If yes, which topics _____
19. Are traditional learning methods such as on-the-job training and formal courses the most used form of learning in your organisation? • yes • no
- a) If no, which ones are used most _____
20. Are you using new learning technologies like computer-based training, e-learning, learning via the internet or intranet, simulation? • yes • no
- a) If yes, for which target groups _____

General Questions:

Name of expert:

Company:

City:

Country:

Do you represent • PT operator • Authority • other, _____

Thank you very much for your collaboration and please mail your questionnaire **by 14 March 2008** to Hans Brouwer (hans.brouwer@planet.nl) or fax to 0031 (0) 76 564 00 16

Remarks: Please attach any information, documents etc. relevant to your answers or bring these with you to our 3rd expert meeting in Leipzig on April 17th & 18th 2008