



2008 NA-YGN Career Report

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I. Introduction

In previous years, NA-YGN has produced two workforce related reports, the Recruiting and Retention Benchmarking Report, and the Critical to Success Report. These studies have been well received throughout the industry and have helped industry leaders and the NA-YGN membership to better understand the young professionals' unique work environment and career management.

For 2008, these two studies have been combined into the NA-YGN Career Report. This report is based on data collected through an extensive on-line survey. We hope this report allows readers to better understand the career growth and satisfaction of young professionals in the nuclear industry.

II. Executive Summary

"The Career Report" is the title given to this survey and the word "career" is this survey's central theme. NA-YGN has always sought to be the voice of the young generation. And through the results of this survey our generation is speaking louder than ever.

Demographic information was collected in order to understand different influencing factors for each respondent. For example, a person who has a low household income and lives in a very high cost of living area might emphasize monetary incentives and higher salaries as more important factors. On the other hand, a higher paid individual living may weigh advancement opportunities more heavily. The assumption is that each person views their "career" differently, and the persons' demographic information could play a large part in that definition.

Beyond demographic information, participants were asked a series of questions related to job satisfaction, career development, recruitment and relocation. The data collected from these questions identified how "Success" is defined and if it is actively pursued. The data also highlights opportunities where the industry can assist individuals in helping them achieve their optimal potential. Furthermore, the data denotes influences in job satisfaction and reasons for voluntary termination of employment.

All of the data collected in the "Career Report" survey provided insight into the young professionals of the nuclear industry and from this data, one central theme emerged. Young professionals in the nuclear industry are looking for opportunities to further their career. And perhaps more important, young professionals are looking to their employers and others to help define a path toward long term success.

Members of the North American Young Generation in Nuclear have a passion for this industry and are actively engaged in our careers. When 95% of respondents would recommend the nuclear industry to a peer and 90% of the respondents believe that skill diversity or job rotation is important, the message becomes clear that we are preparing ourselves to be the leaders of tomorrow. Or is that today?

III. Methodology & Data Collection

After successfully completing both the Critical to Success and the Recruiting and Retention Benchmarking surveys in 2007, NA-YGN decided to incorporate both surveys into the 2008 Career Report. NA-YGN commissioned a committee of its members to develop and distribute the survey followed by data collection and analysis.

With the help of all levels of leadership throughout the industry, the committee developed questions that would yield relevant information. After coming to a consensus on the form and structure of the survey, it was distributed to NA-YGN's entire membership. The online survey was available for two weeks during the month of October 2008. Survey respondents were not personally identified, nor were they linked to their employers.

The survey was open to all NA-YGN members, who numbered 3544 in 2008. A link was distributed by email to all NA-YGN members, and local chapter officers were asked to encourage their members to respond. A total of 794 responses--approximately 22.4% of the international membership were recorded. This represents a nearly 200% growth in respondents from the previous year.

The survey consisted of 50 targeted questions and a free response section. 20 of the questions were utilized to develop background information on the participants. This background information was necessary as the survey tool utilized provided anonymity to the participant. The remaining questions were used to ascertain the participants' perceptions on various aspects of job satisfaction and career development. The free response question at the end was used to obtain feedback to improve future surveys.

There are several notable changes from the Critical-to-Success and Recruiting and Retention Benchmarking reports from previous years. Due to the combination of both reports, some questions that had been asked previously were not included in this report. Furthermore, in past reports salary data had no compensatory affect relative to country of origin. Of the 794 total responses, 106 were from Canadian members and were included in the salary analysis after converting the data into US Dollars (\$1 CDN = \$0.81651 USD, the average exchange rate over the period the survey was open).

IV. Demographic Information

Years with the Company & within the Industry

82% of survey respondents have worked for their company for less than 5 years, virtually unchanged from last year's 81%. 50% have been with their current employer for 2 years or less, also unchanged from last year. It is worth noting the percentage falling into the 8-10 year category is more than double the 3% reported last year.

Figure 1: Number of Years with the Company

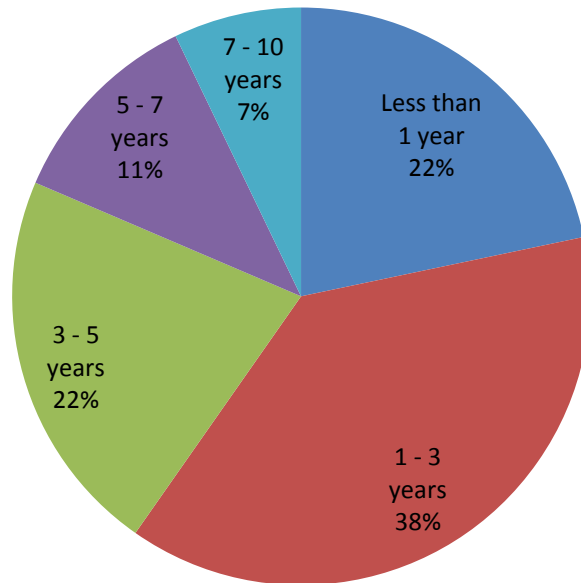
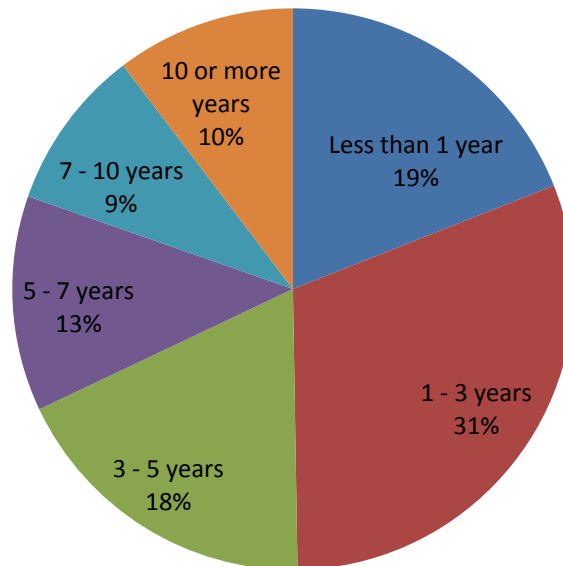


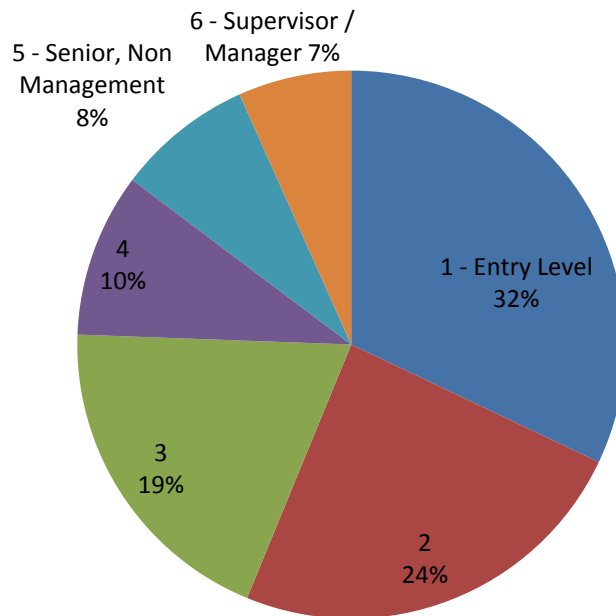
Figure 2: Number of Years of Nuclear Experience



Level within the organization

When asked to rank their position on a scale of 1-6, the majority of respondents indicated they were in an entry or near entry level position. 7% indicated they were in a supervisory or managerial role.

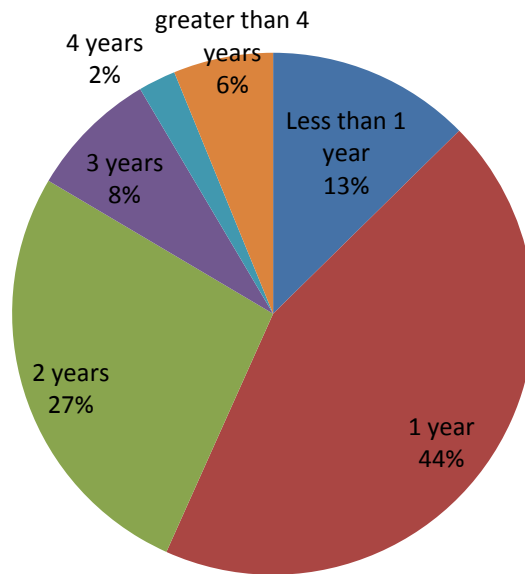
Figure 3: General Role / Level



Promotions

43% of our respondents have never been promoted, compared with 44% in 2007. Of those who have received a promotion, 13% received their first promotion less than a year after starting, and 57% had been promoted prior to two years of employment.

Figure 4: Time to First Promotion



V. Salary Results

Salary

Only salary calculations that were statistically significant were included in this analysis. The methodology included combining job titles to ensure there were enough data points. Salaries calculated for individuals in the 0-2 years of beginning their career, only inputs that had matching education and job titles were included in the analysis.

Job titles included in the science category include individuals who were educated in chemistry, physics and mathematics. Trades and technical jobs include operators, drafters, technicians, mechanics and skilled craftsmen. Non-technical jobs include accountants, finance, communications, human resources, legal, project management, and training. Other Engineering jobs include chemical, civil, health physics, material science and miscellaneous engineering positions.

Figure 5: Average Salary by Experience and Career Type

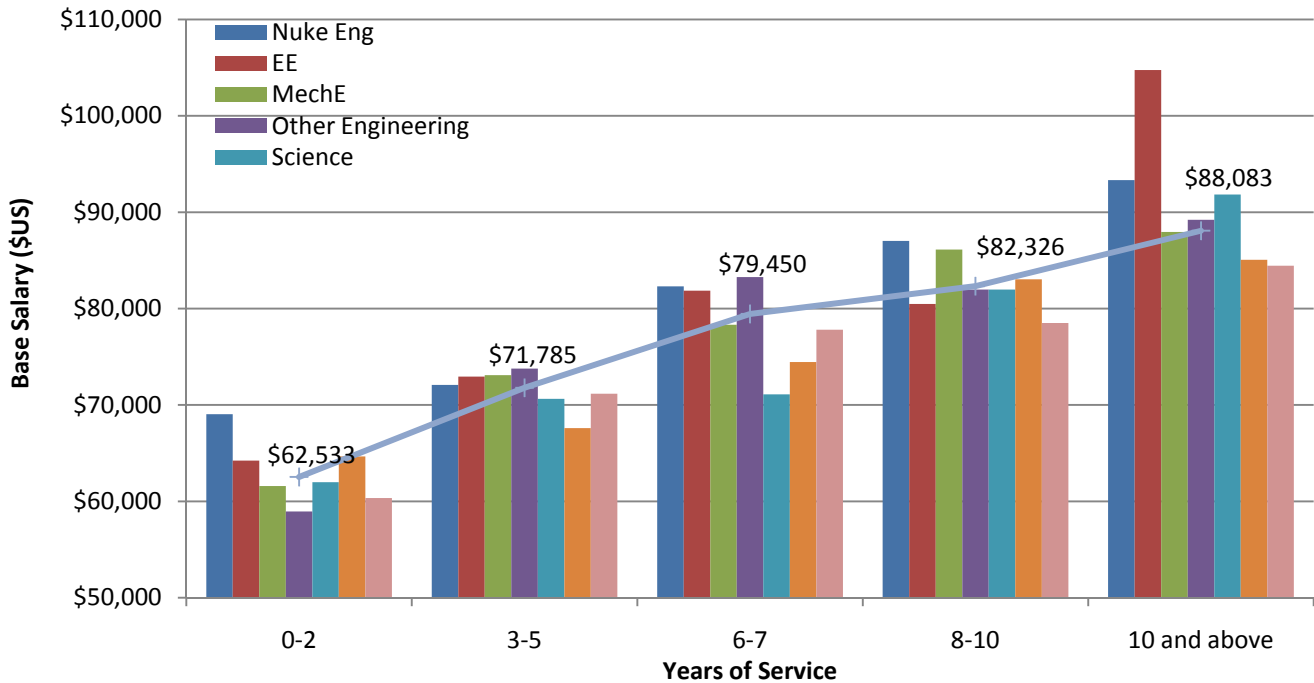


Figure 6: Average Base Salary of all Respondents by Region

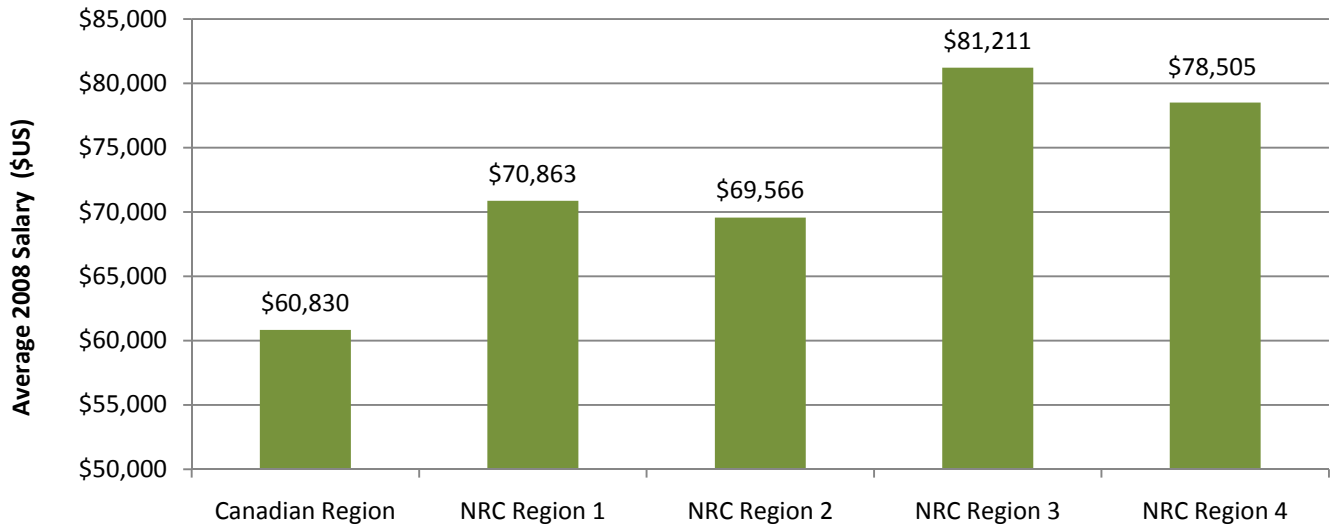
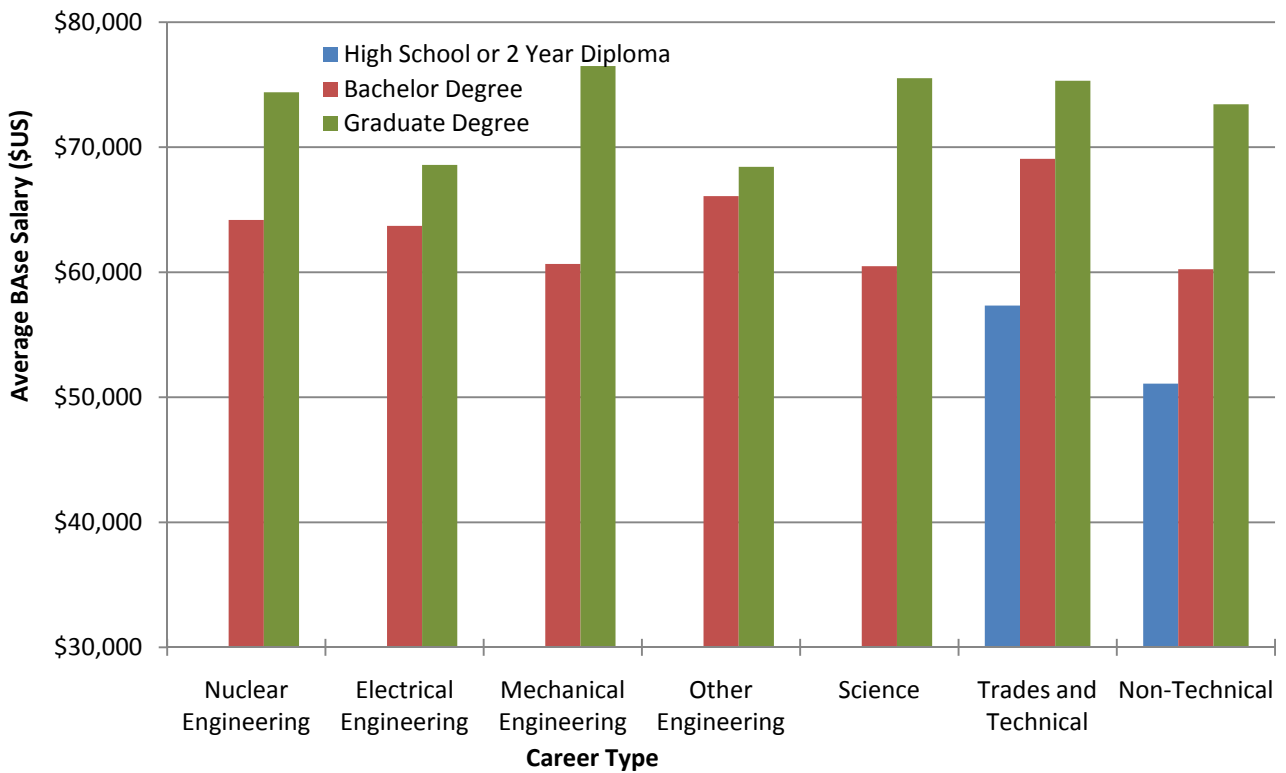


Figure 7: Average Salaries by Career Type and Level of Education – 0 to 2 Years in Nuclear



Raises

Respondents eligible for a raise averaged 6%, with a mode of 3%. Those who indicated their job function was outside of their educational or training background averaged significantly higher raises than those who did not, highlighting the importance of skill diversity.

Figure 7: Number of Respondents vs. % Raise

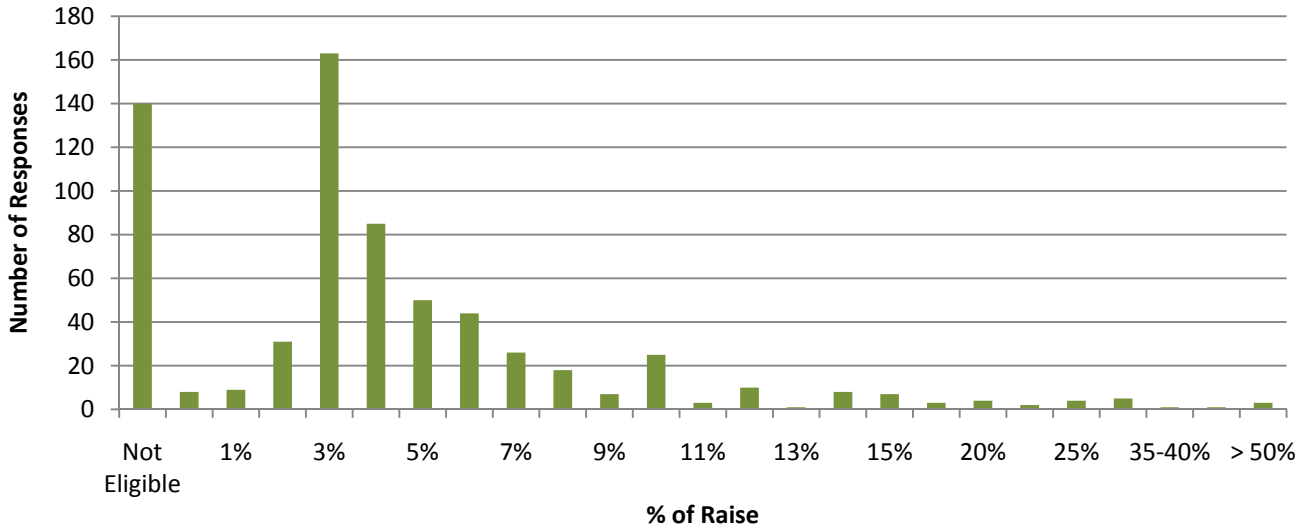
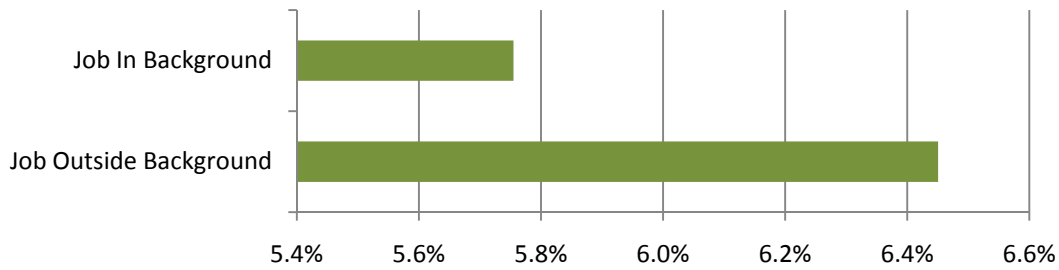


Figure 8: Average % Raise



VI. Career Satisfaction

Satisfaction

The survey found career satisfaction varied greatly by job function. Similar to the results of the 2006 Critical To Your Success (CTS) focus group, career satisfaction decreases over employees first several years before recovering at around the four year mark.

The survey did not find a correlation between the numbers of hours worked and career satisfaction.

Employees who had completed an internship or work-study program in the nuclear field were generally more satisfied with their career than those who had not. Internships with different companies significantly improved career satisfaction.

Figure 9: Current Career Satisfaction by Entry Year to Nuclear

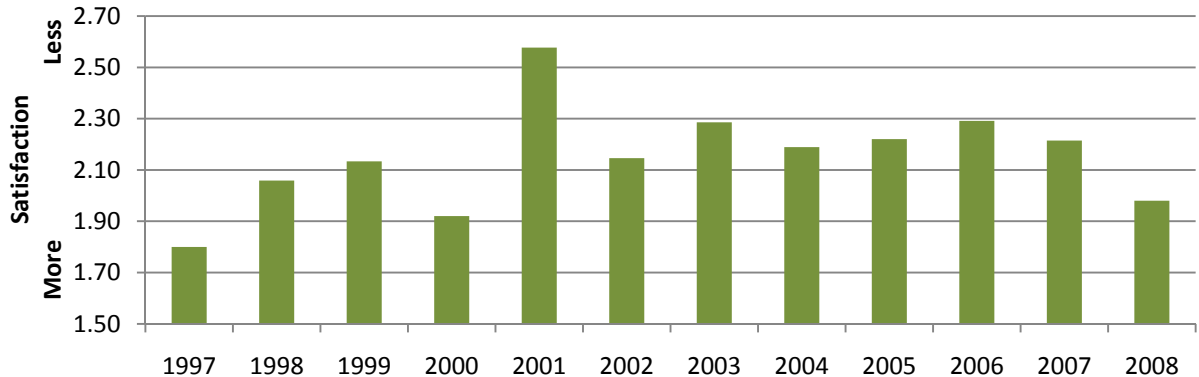
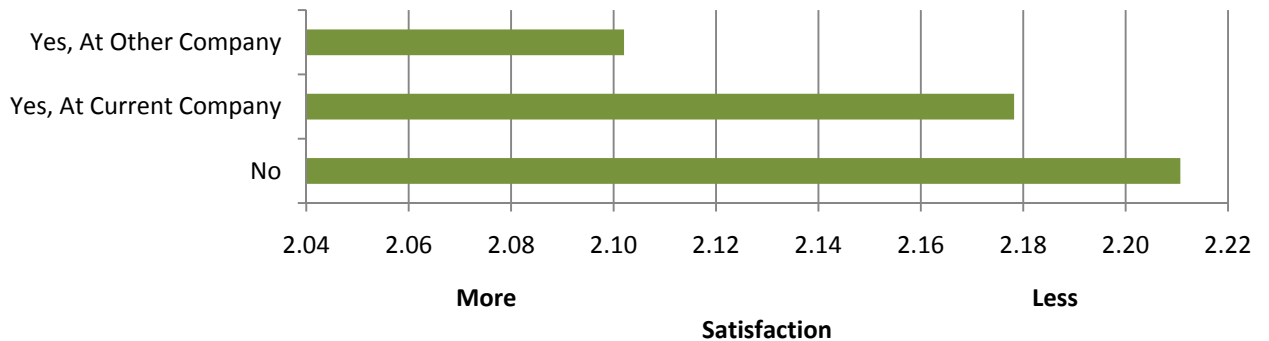


Figure 10: Career Satisfaction vs. Internship in Nuclear

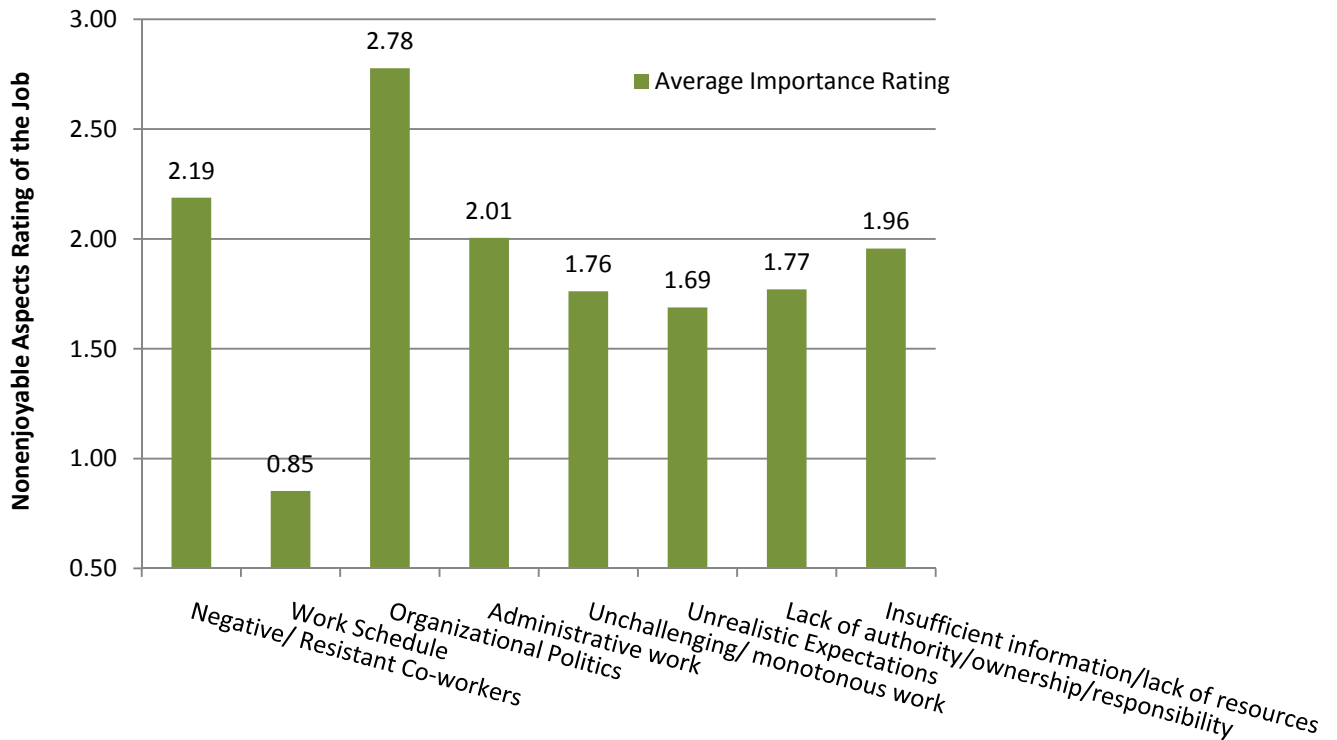


Aspects of Job Not Enjoyed

Participants overwhelmingly found Negative/Resistant Co-Workers and Organizational Politics to be the least enjoyable aspects of their job. Together, nearly half of the respondents cited these factors as the least desirable characteristic of their job, demonstrating the importance of workplace culture.

Unrealistic expectations, last year one of the top concerns, fell to near the bottom. This is perhaps an indication that management teams are learning how to communicate expectations to the young generation.

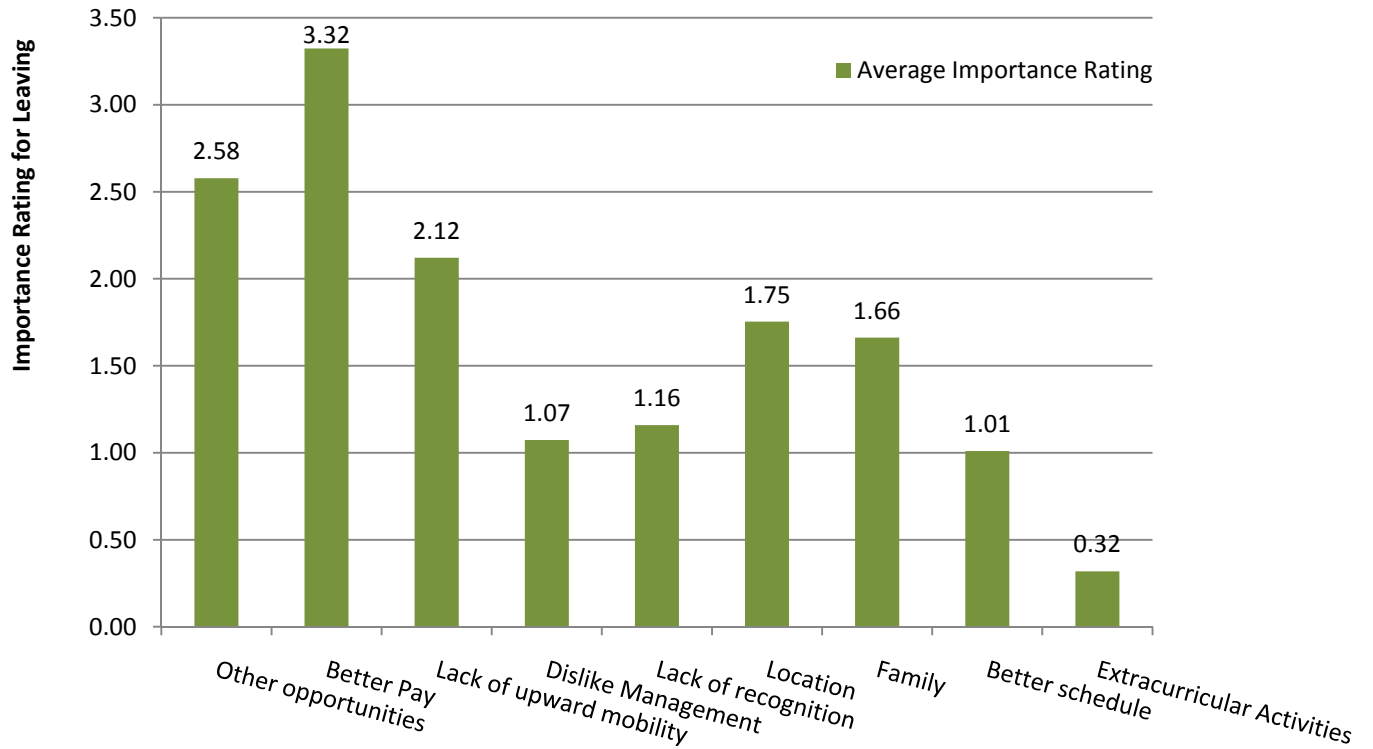
Figure 11: Aspects of Job Not Enjoyed by Young Professionals



Potential Reasons to Leave the Company

Respondents overwhelmingly cited better pay as the top reason they would consider leaving their company. Other opportunities and a lack of upward mobility were also significant factors.

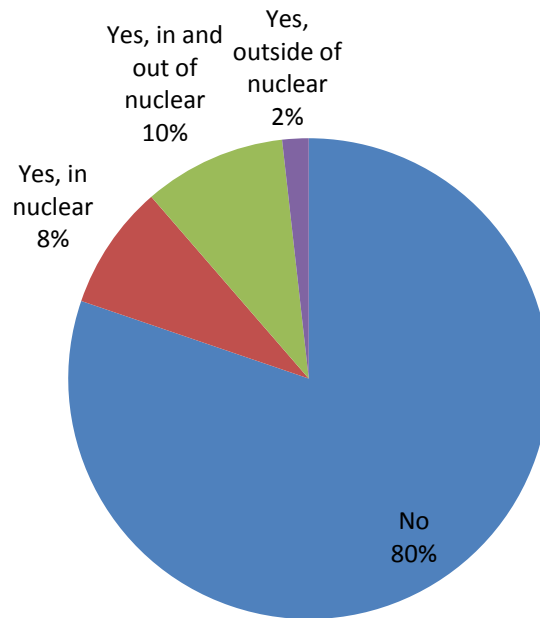
Figure 12: Potential Reasons Why Young Professionals Would Leave Their Companies



Actively Seeking New Employment

Twenty percent of the population is actively seeking new employment. Considering the high cost to perform on-boarding and initial training of new employees, the industry should look deeper into the reasons behind this large number of individuals looking for new employment. On a positive note, the fact that eight to 18 percent of respondents are willing to take a new job at a different company in the nuclear industry bodes well for knowledge transfer.

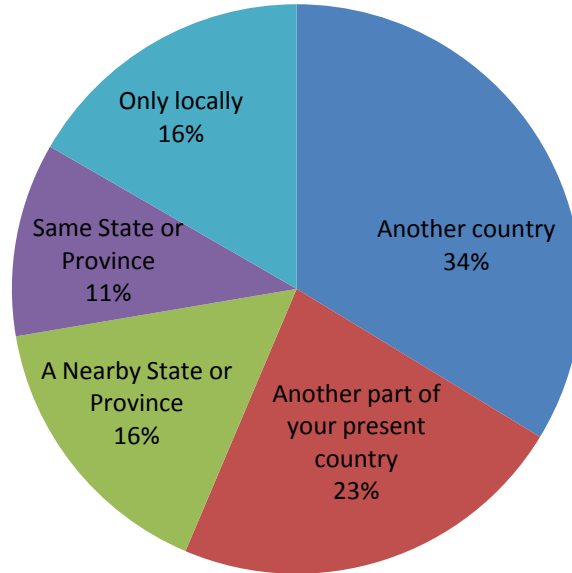
Figure 13: Percentage of Survey Participants Seeking New Employment



Distance Willing to Relocate for a Job

The majority of Young Professionals are willing to make major relocations for their career. Unlike other generations, the young generation is not as tied to their local community.

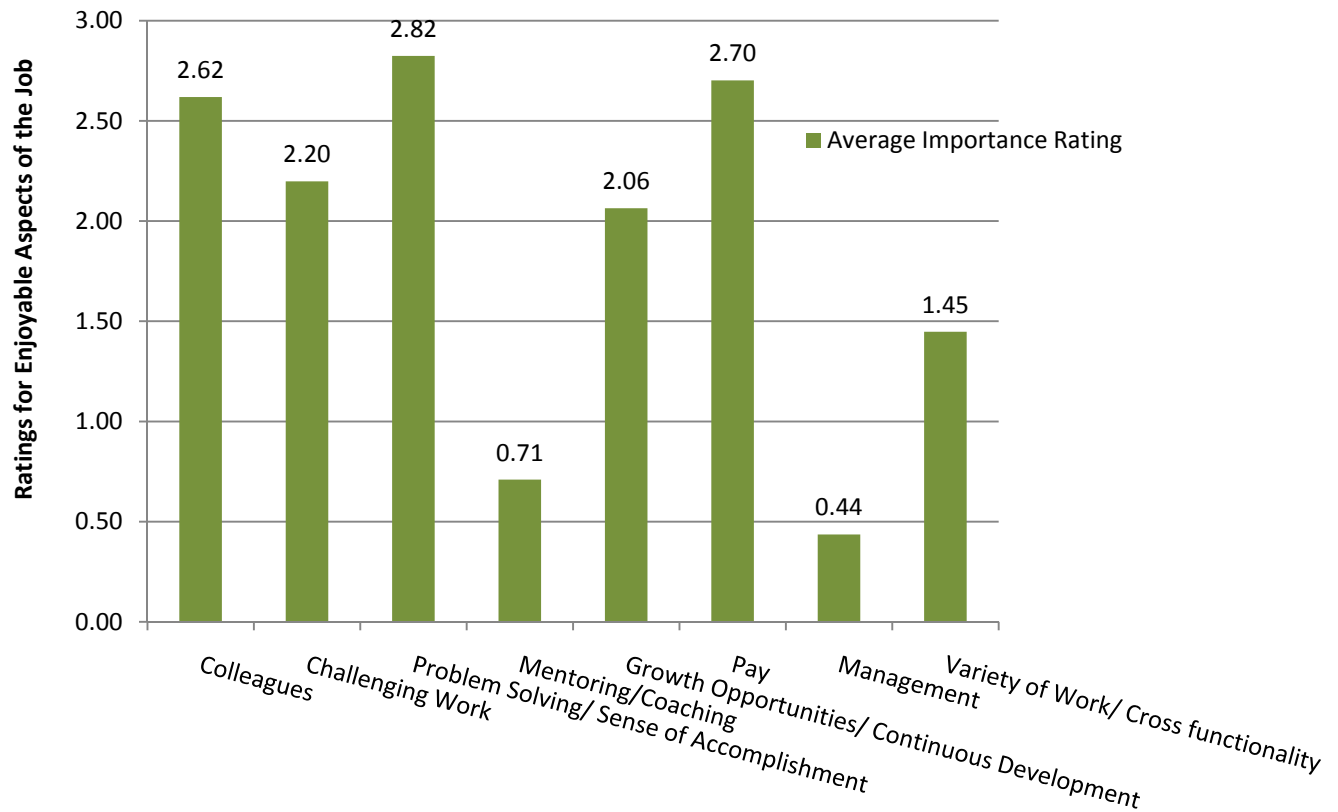
Figure 14: Distance a Young Professional Would Be Willing to Relocate



Aspects of Job Enjoyed

Young Professionals find problem solving to be the most enjoyable aspect of their work, followed closely by pay, and their colleagues. Surprisingly, they were largely indifferent to mentoring and management. Young professionals also found challenging work and growth opportunities to be important aspects of their job.

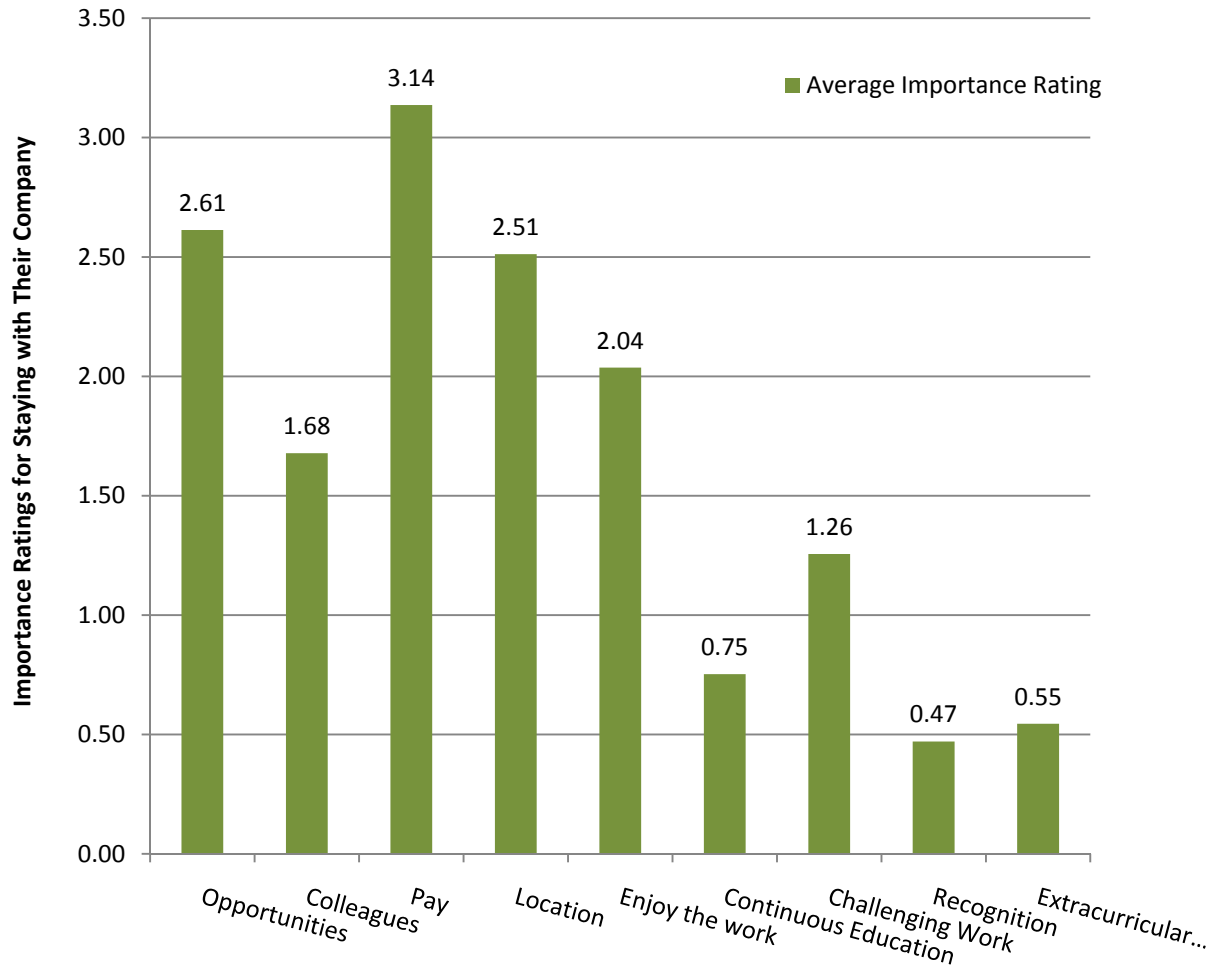
Figure 15: Aspects of Job Enjoyed by Young Professionals



Reasons to Stay with the Company

Participants overwhelmingly found pay to be the most important reason to stay with their company, followed by opportunities, location, and enjoying the work. Least important were extracurricular activities, recognition and continuous education.

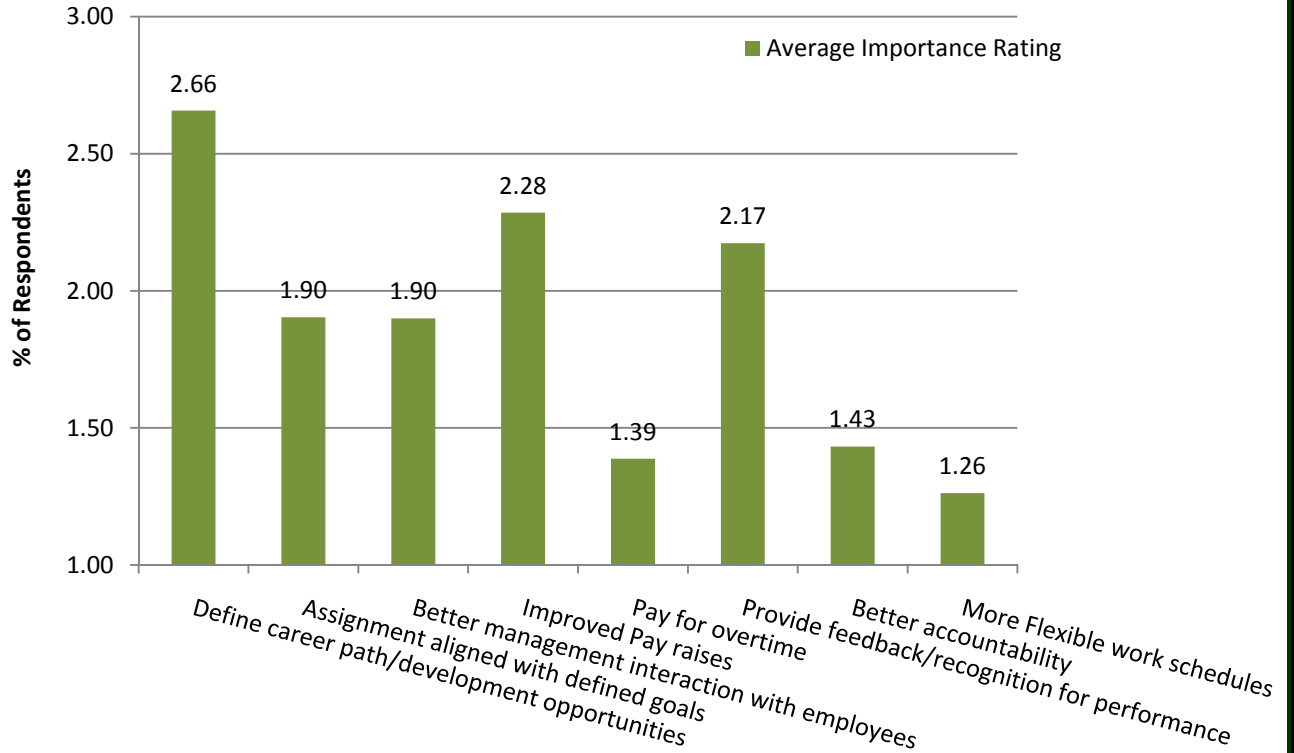
Figure 16: Reasons Why Young Professionals Stay with Their Companies



Recommendations to Increase Job Satisfaction

One of the greatest changes in this year's survey is the increased emphasis on defined career path and development opportunities. Improved raises and better feedback/recognition for performance remain very important to young professionals.

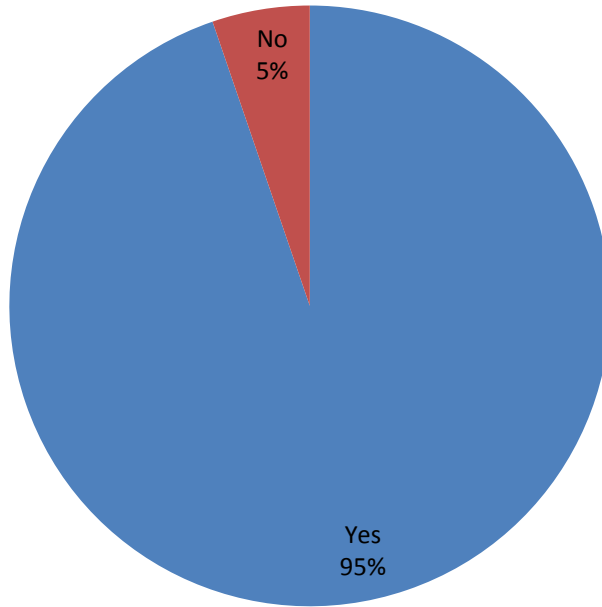
Figure 17: Recommendations to Employers for Increased Job Satisfaction



Recommending a Career in the Nuclear Industry

A strength for the industry is that 95% of participants indicated that they would recommend a peer to work in the nuclear industry.

Figure 18: Recommending a Career in the Nuclear Industry to a Peer

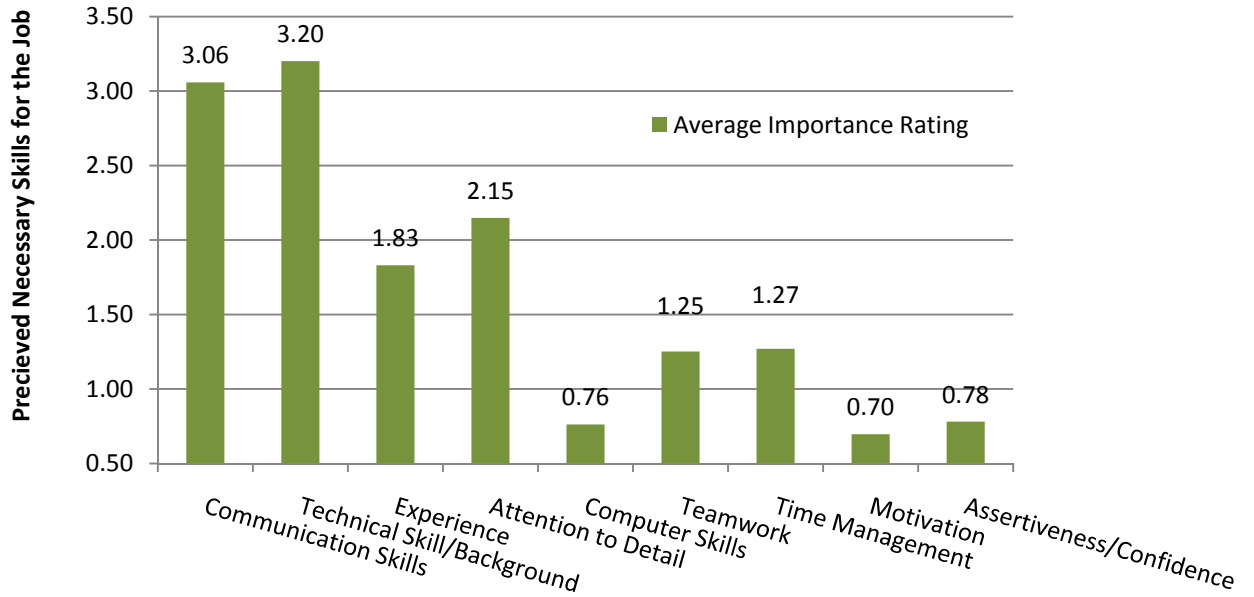


VII. Preparing YP for a Successful Future

Skills Required for the Job

Survey participants were asked to rank the skills that were most important to their job. Responses indicated that communication and technical skills as the two most important. Experience and attention to detail were the next two. This is similar to the 2007 results where Attention to Detail, Communication Skills, and Teamwork were the three highest ranked skills and 2006, where communications skills, and their Education / Technical Knowledge Organization, and Experience.

Figure 19: Skills Required for the Job

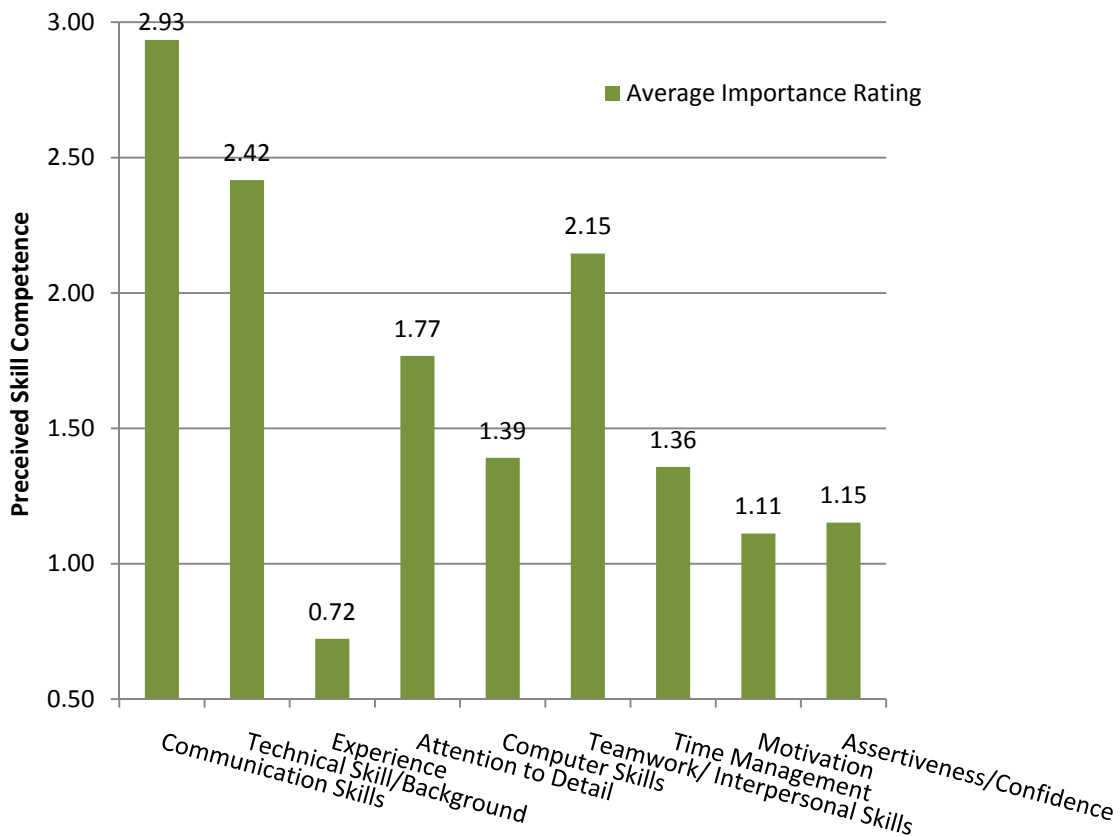


Skills You Excel At?

Young professionals were asked to rank their perceived competency of those same skills. The respondents indicated that they excel at communication, technical skills, computer skills and teamwork. This is in keeping with the findings from last year where computer skills, communication skills and teamwork were the highest ranked.

While it is to be expected that young professionals would list experience as one of their weakest skills, assertiveness and confidence was the lowest ranked skill. Young professionals need to work to improve these skills so that they can confidently communicate their ideas.

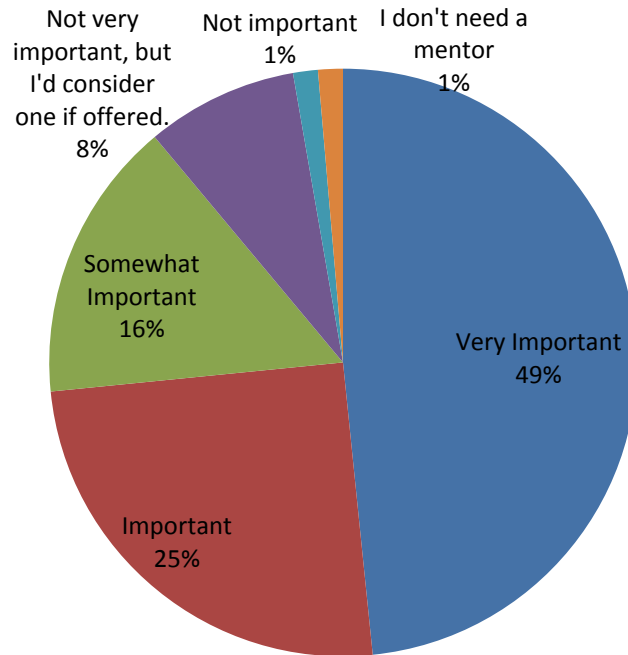
Figure 20: Ranking of Skills Young Professionals Excelled At



The Importance of Having a Mentor

The vast majority of respondents think that a mentor is important towards professional development. 49% stated that a mentor was very important to professional development. Only 2% of respondents indicated they felt a mentor was either not important or unnecessary to them.

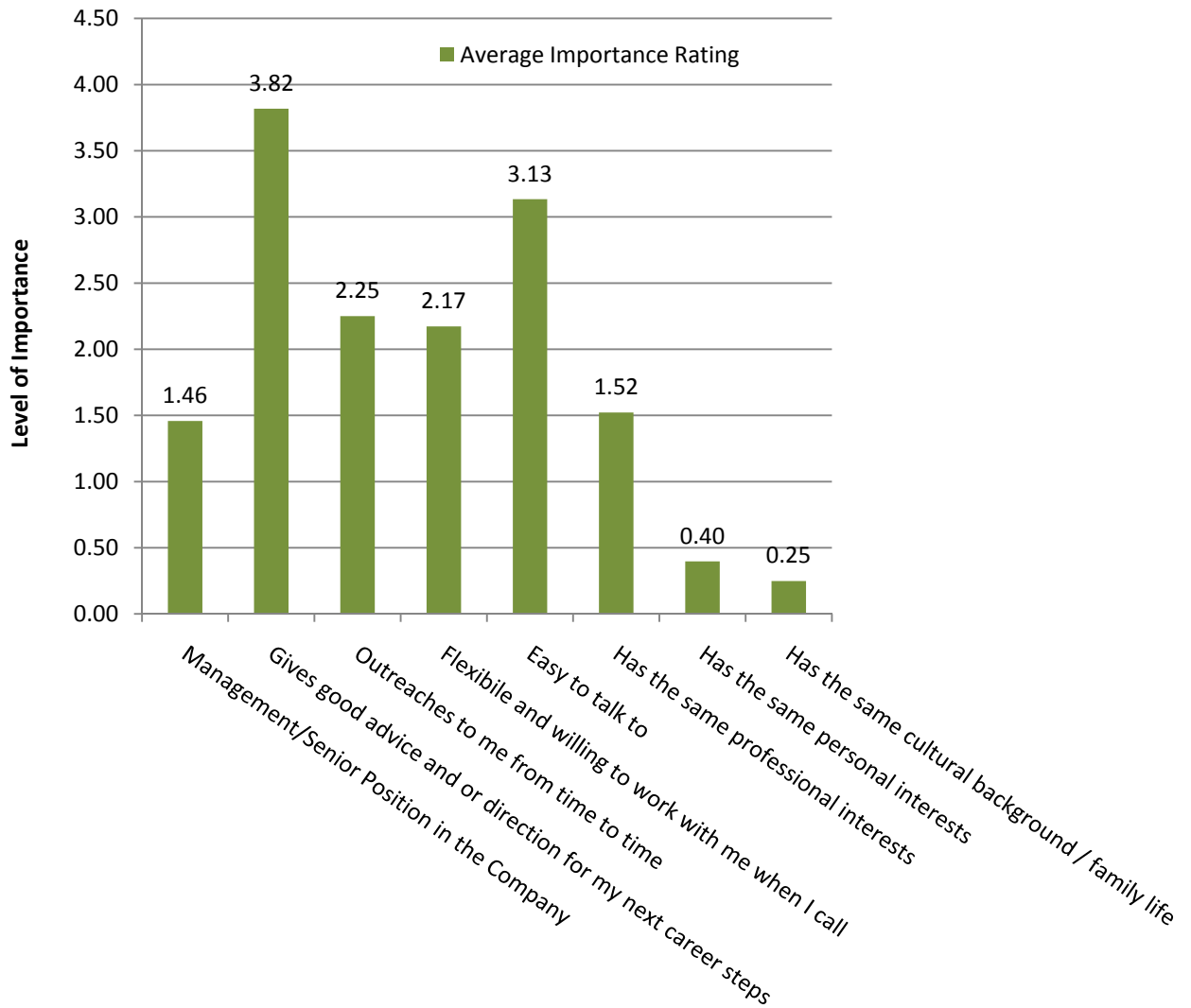
Figure 21: The Perceived Importance of Mentoring for Young Professionals



Characteristics Valued in a Mentor

When asked about important mentor characteristics, most respondents placed a high value on various communication skills. Over 89% of all participants think it is very important that a mentor is Easy to Talk To. Other highly desirable qualities in mentors was those who provided good advice and professional direction (84.2%) and if they are flexible and willing to work with young professionals (84.2%).

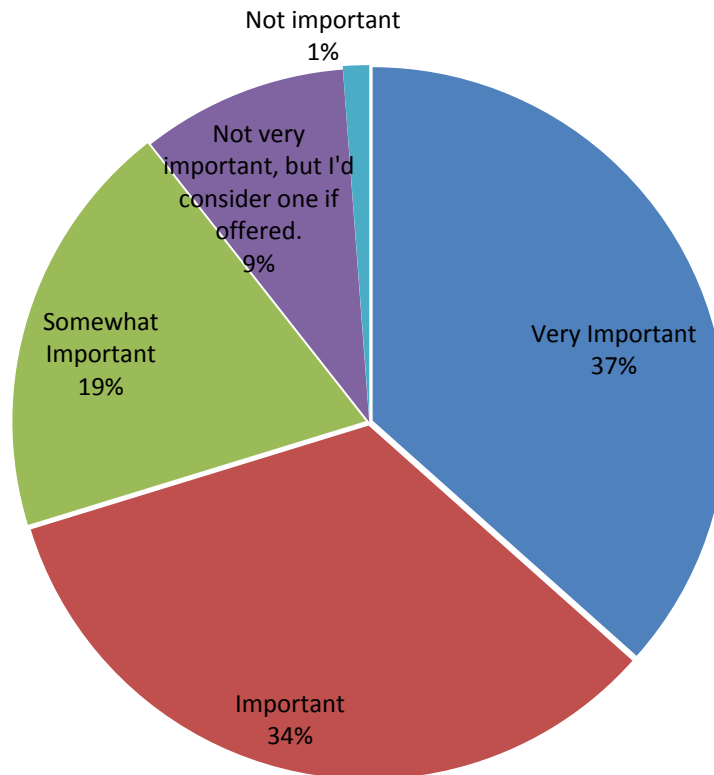
Figure 22: Characteristics Valued in a Mentor



Importance of "skill diversity" for Professional Development

The vast majority of respondents think that skill diversity is important towards professional development, with 90% finding it at least "Somewhat Important". In fact, only 1% of all participants do not have any interest in job rotation or enhancing their "skill diversity".

Figure 23: The Importance of Skill Diversity



VIII. Trends from Open Response Questions

Survey respondents were given the opportunity to provide qualitative data to provide extra perspective on their views of having a successful career. Those responses were reviewed by the Career Survey Committee and trends were identified. These trends are supported by quotes from survey respondents to provide context when necessary.

Young Professionals continue to define what Career Success means to them in a myriad of different ways. Multiple responses included a desire to be a part of a new nuclear construction project and becoming a recognized technical expert.

Managing your own career is an important skill to learn as a young professional. Many young professionals took steps in 2008 to prepare themselves for their future career. They did so by working on a graduate degree, rotating assignment, taking a non-technical leadership position, or perhaps by entering a CRO/SRO/STA class. Still other young professionals did not proactively move themselves forward with their development. Confusion exists among NA-YGN members on what Career Paths are available and how to discuss developmental opportunities with their management.

“Moved to new job location and work. Enabled me to learn a completely different side of the business and challenged me to expand my knowledge and network base.”

2008 NA-YGN CTS Survey Respondent

NA-YGN members have noted a desire to have more access to experienced staff for the purposes of mentoring.

“There is a huge learning/experience curve. The majority of senior personnel have been in the industry since the early days and have been a part of the establishment and evolution of the rules and regulations. As a new person it can be overwhelming to try to get up to speed on something that my colleagues have been working on for decades.”

2008 NA-YGN CTS Survey Respondent

IX. Recommendations

Recommendation 1: NA-YGN should work with employers to help identify which opportunities will be available in the new nuclear field for young professionals. This will include opportunities during the design, construction, and operations of these facilities.

Recommendation 2: NA-YGN should also work to encourage young professionals to develop themselves into the specific specialty jobs needed for new nuclear including Quality Assurance, Quality Control, Non-Destructive Examination, and Start-up and Test Engineering.

Recommendation 3: NA-YGN should work with employers to help young professionals understand the different career paths that are available and develop personal development plans they can execute.

Recommendation 4: NA-YGN Local Chapters should work within their organizations to establish mentoring and knowledge transfer opportunities.

Recommendation 5: NA-YGN members should be active in recruiting activities that attract intelligent, diverse candidates to the sector.

Recommendation 6: NA-YGN leadership should be vocal with communicating with industry leaders on the need to clearly and openly identify career paths for young professionals.

X. Conclusions

It has been said that our generation is one of the most career driven and focused in recent history and the data collected continues to support that trend. The youth generation in the nuclear industry is engaged, motivated and looking for opportunities. This is consistent with previous years data and also consistent with overall trends for our generation.

Some defining characteristics of Millennial's in the workplace are that they assertively seek more feedback, responsibility, and involvement in decision-making. This is supported throughout the survey in various forms. By far, respondents state that the most important characteristic of a mentor was that they provide good advice for the direction of one's career. Considering that a top priority to increase job satisfaction for young professionals is a defined career path/development opportunities, one can easily see that young professionals are actively seeking feedback that will help them to succeed in their careers.

Compensation continues to be a dominant factor for young professionals as well. In various points throughout the survey, compensation is consistently among the highest priorities. However, our generation has some of the highest debt load upon graduation of college and despite the recent correction in housing prices, housing affordability is still at historically high levels. This could be a motivating factor for many young professionals to seek rotational assignments / skill diversity as salary data has indicated that average raises outside of one's educational background tend to be higher (6.5% vs. 5.7%).

The survey also yielded data, which supported our generation's need for feedback and greater collaboration. The instant communication framework Gen Y developed through extensive computer usage has led to a need for more professional feedback than that of past generations. The second highest ranked priority to increase job satisfaction was to provide more feedback and teamwork and communication skills continued to rank high throughout the survey.

As the industry continues to expand, demands on the workforce will continue to increase – as well as the competition for talent. Companies that account for the workforce trends identified here will be better equipped to retain and attract young professionals to their organization.

XI. Acknowledgements

We would like to thank all of the team members whose effort in making this a reality was invaluable. Most of all we would like to thank the participants who volunteered their time so that the voice of the youth generation in nuclear could be shared to the nuclear industry.

XII. References

What's Critical to Your Success? 2006 Focus Group Study

<http://www.NA-GN.org/voiceofygn/docs/Whats%20Critical%20to%20Your%20Success%20Report%20final.pdf>

2006 Recruitment & Retention Benchmarking Survey Report

<http://www.na-ygn.org/voiceofygn/docs/2006%20Benchmarking%20Report.pdf>

2007 NA-YGN Critical To Success (CTS) Results

http://www.na-ygn.org/voiceofygn/docs/NA-YGN%20CTS%20Results_April%202008_finalr0.pdf

2008 NA-YGN Recruitment & Retention Benchmarking Survey Report

http://www.na-ygn.org/voiceofygn/docs/2007_Benchmarking_Report.pdf

XIII. Tables

Question 12: Required Skills?	[1] Lowest Rank	[2]	[3]	[4]	[5] Highest Rank	Top 5	Top 3	Average Importance Rating
Communication Skills	9.75%	12.05%	19.08%	18.21%	28.39%	87.48%	65.68%	3.06
Technical Skill/Background	5.77%	9.38%	16.59%	22.77%	30.95%	85.46%	70.31%	3.20
Experience	11.14%	9.89%	13.10%	15.86%	9.88%	59.86%	38.84%	1.83
Attention to Detail	11.14%	13.73%	16.09%	16.80%	12.16%	69.92%	45.05%	2.15
Computer Skills	10.33%	10.55%	6.96%	2.98%	2.38%	33.20%	12.32%	0.76
Teamwork	12.53%	11.58%	9.29%	7.84%	6.06%	47.29%	23.19%	1.25
Time Management	13.13%	18.43%	7.79%	7.84%	4.46%	51.64%	20.09%	1.27
Motivation	10.33%	7.70%	4.14%	3.29%	3.66%	29.12%	11.09%	0.70
Assertiveness/Confidence	15.91%	6.69%	6.96%	4.40%	2.06%	36.02%	13.43%	0.78

Question 13: Excel	[1] Lowest Rank	[2]	[3]	[4]	[5] Highest Rank	Top 5	Top 3	Average Importance Rating
Communication Skills	9.63%	12.07%	14.08%	15.56%	31.04%	82.38%	60.68%	2.93
Technical Skill/Background	10.04%	12.64%	12.82%	15.38%	21.28%	72.17%	49.48%	2.42
Experience	9.02%	4.98%	6.50%	6.05%	1.92%	28.47%	14.47%	0.72
Attention to Detail	12.30%	14.18%	14.08%	14.26%	7.36%	62.17%	35.70%	1.77
Computer Skills	6.76%	8.81%	10.47%	7.43%	10.72%	44.20%	28.62%	1.39
Teamwork/ Interpersonal Skills	13.32%	14.94%	14.08%	17.29%	12.00%	71.63%	43.37%	2.15
Time Management	11.89%	11.88%	10.65%	8.64%	6.72%	49.78%	26.01%	1.36
Motivation	11.48%	9.96%	9.75%	7.43%	4.16%	42.78%	21.34%	1.11
Assertiveness/Confidence	15.57%	10.54%	7.58%	7.95%	4.80%	46.44%	20.33%	1.15

Question 14: Don't Enjoy	[1] Not Important	[2]	[3]	[4]	[5] Very Important	Top 5	Top 3	Average Importance Rating
Negative/ Resistant Co-workers	13.70%	12.44%	10.97%	8.91%	22.33%	68.35%	42.21%	2.19
Work Schedule	8.79%	6.44%	4.97%	4.81%	5.89%	30.90%	15.67%	0.85
Organizational Politics	12.14%	12.44%	15.73%	21.03%	21.86%	83.22%	58.63%	2.78
Administrative work	13.70%	13.78%	12.22%	15.15%	12.40%	67.24%	39.77%	2.01
Unchallenging/ monotonous work	9.04%	8.67%	14.70%	12.48%	11.16%	56.05%	38.34%	1.76
Unrealistic Expectations	15.25%	14.44%	14.70%	11.23%	7.13%	62.75%	33.06%	1.69
Lack of authority/ownership/ responsibility	13.18%	14.00%	14.29%	15.51%	6.20%	63.17%	36.00%	1.77
Insufficient information/lack of resources	14.21%	17.78%	12.42%	10.87%	13.02%	68.31%	36.32%	1.96

Question 15: Recommend to Employer	[1] Not Important	[2]	[3]	[4]	[5] Very Important	Top 5	Top 3	Average Importance Rating
Define career path/development opportunities	15.97%	13.29%	13.81%	13.48%	25.56%	82.11%	52.85%	2.66
Assignment aligned with defined goals	13.35%	18.41%	13.81%	14.03%	8.52%	68.13%	36.36%	1.90
Better management interaction with employees	12.83%	13.52%	16.15%	12.75%	10.13%	65.37%	39.03%	1.90
Improved Pay raises	9.42%	10.49%	12.26%	16.21%	19.29%	67.67%	47.76%	2.28
Pay for overtime	6.02%	7.23%	7.39%	12.57%	9.16%	42.37%	29.13%	1.39
Provide feedback/recognition for performance	14.14%	16.78%	17.32%	14.75%	11.74%	74.72%	43.81%	2.17
Better accountability	17.28%	13.29%	9.73%	9.11%	6.75%	56.15%	25.59%	1.43
More Flexible work schedules	10.99%	6.99%	9.53%	7.10%	8.84%	43.47%	25.48%	1.26

Question 16: Enjoy	[1] Not Important	[2]	[3]	[4]	[5] Very Important	Top 5	Top 3	Average Importance Rating
Colleagues	14.41%	14.34%	13.69%	16.49%	22.35%	81.28%	52.53%	2.62
Challenging Work	13.53%	16.93%	16.42%	16.32%	11.58%	74.78%	44.32%	2.20
Problem Solving/ Sense of Accomplishment	11.09%	12.75%	16.06%	19.27%	24.12%	83.28%	59.44%	2.82
Mentoring/Coaching	7.76%	8.17%	6.93%	4.51%	1.61%	28.98%	13.06%	0.71
Growth Opportunities/ Continuous Development	15.52%	15.94%	14.42%	11.46%	13.99%	71.32%	39.86%	2.06
Pay	15.74%	14.14%	18.07%	19.27%	18.97%	86.19%	56.31%	2.70
Management	5.76%	4.38%	4.38%	2.78%	0.96%	18.27%	8.12%	0.44
Variety of Work/ Cross functionality	16.19%	13.35%	10.04%	9.90%	6.43%	55.90%	26.36%	1.45

Question 17: Stay	[1] Not Important	[2]	[3]	[4]	[5] Very Important	Top 5	Top 3	Average Importance Rating
Opportunities	13.90%	14.13%	17.72%	11.33%	24.13%	81.22%	53.18%	2.61
Colleagues	16.34%	16.49%	14.55%	11.68%	5.62%	64.68%	31.85%	1.68
Pay	8.05%	13.28%	15.30%	27.08%	24.96%	88.66%	67.34%	3.14
Location	7.32%	11.35%	14.74%	18.41%	20.66%	72.47%	53.81%	2.51
Enjoy the work	10.49%	12.42%	12.87%	12.39%	16.03%	64.20%	41.30%	2.04
Continuous Education	9.76%	7.71%	7.65%	3.89%	2.31%	31.32%	13.86%	0.75
Challenging Work	14.15%	13.70%	8.77%	8.85%	4.46%	49.93%	22.08%	1.26
Recognition	9.27%	5.57%	4.29%	2.83%	0.50%	22.45%	7.62%	0.47
Extracurricular Activities	10.73%	5.35%	4.10%	3.54%	1.32%	25.05%	8.97%	0.55

Question 18: Leave	[1] Not Important	[2]	[3]	[4]	[5] Very Important	Top 5	Top 3	Average Importance Rating
Other opportunities	18.28%	20.27%	13.85%	17.14%	17.77%	87.32%	48.77%	2.58
Better Pay	7.83%	11.49%	20.87%	22.14%	30.07%	92.40%	73.08%	3.32
Lack of upward mobility	8.36%	8.78%	12.90%	17.14%	15.78%	62.97%	45.83%	2.12
Dislike Management	13.58%	6.98%	7.40%	7.14%	5.81%	40.92%	20.36%	1.07
Lack of recognition	11.75%	12.39%	11.95%	7.14%	2.99%	46.22%	22.09%	1.16
Location	10.97%	15.54%	11.95%	11.07%	10.63%	60.16%	33.66%	1.75
Family	9.40%	10.14%	10.63%	8.93%	13.79%	52.88%	33.34%	1.66
Better schedule	10.70%	9.68%	8.54%	8.21%	2.49%	39.63%	19.24%	1.01
Extracurricular Activities	9.14%	4.73%	1.90%	1.07%	0.66%	17.50%	3.63%	0.32

Question 19: Barriers	[1] Strongly Disagree	[2]	[3]	[4]	[5] Strongly Agree	Top 5	Top 3	Average Importance Rating
Organizational Issues	17.61%	21.17%	15.83%	16.70%	15.72%	87.03%	48.25%	2.53
Inadequate Training/ability to find resources	10.45%	11.48%	12.22%	13.21%	17.39%	64.75%	42.83%	2.10
Lack of support from management	12.24%	9.18%	10.82%	10.64%	6.69%	49.58%	28.15%	1.39
Overloaded with work	10.75%	7.65%	9.62%	11.56%	19.90%	59.48%	41.08%	2.01
Cumbersome Processes/Procedures	8.66%	12.50%	17.84%	22.02%	27.76%	88.77%	67.61%	3.14
Administrative work	11.94%	12.50%	17.64%	15.05%	4.85%	61.97%	37.53%	1.74
Budget	13.13%	11.99%	6.81%	6.06%	3.68%	41.67%	16.55%	1.00
Lack of authority	15.22%	13.52%	9.22%	4.77%	4.01%	46.75%	18.00%	1.09

Question 21: Relocate	How Far
Another country	190.00
Another part of your present country	128.00
A Nearby State or Province	90.00
Same State or Province	62.00
Only locally	94.00

Question 25: Mentor	[1] Not Important	[2]	[3]	[4]	[5] Very Important	Top 5	Top 3	Average Importance Rating
Management/Senior Position in the Company	19.40%	9.98%	8.49%	10.07%	8.14%	56.08%	26.69%	1.46
Gives good advice and or direction for my next career steps	5.97%	13.44%	11.81%	21.58%	45.42%	98.23%	78.81%	3.82
Outreaches to me from time to time	14.43%	20.77%	21.03%	19.06%	5.93%	81.23%	46.03%	2.25
Flexibile and willing to work with me when I call	13.43%	15.27%	18.27%	15.65%	11.19%	73.81%	45.10%	2.17
Easy to talk to	9.70%	16.70%	23.43%	21.40%	22.88%	94.12%	67.72%	3.13
Has the same professional interests	21.89%	14.46%	11.25%	9.71%	5.76%	63.08%	26.73%	1.52
Has the same personal interests	7.46%	4.89%	4.24%	1.80%	0.51%	18.90%	6.55%	0.40
Has the same cultural background / family life	7.71%	4.48%	1.48%	0.72%	0.17%	14.56%	2.36%	0.25



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