

## HEADQUARTERS SENIOR MANAGEMENT TURNOVER IN ADB REGIONAL DEPARTMENTS, 2004–2014

Table 1: Senior Management Turnover, by number

Department/ Division	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
<b>PARD</b>											
<b>DG</b>											
<b>DDG</b>											
Director PAHQ											
Director PAUS											
Turnover per year	0	1	1	0	2	2	2	1	2	2	0
<b>CWRD</b>											
<b>DG</b>											
<b>DDG</b>											
Director, CWAE											
Director, CWEN											
Director, CWER											
Director, CWID											
Director, CWPF											
Director, CWRC											
Director, CWTC											
Director, CWUW											
Turnover per year	0	0	0	3	2	2	2	4	4	0	2
<b>SARD</b>											
<b>DG</b>											
<b>DDG</b>											
Director, SAAE <sup>a</sup>											
Director, SAEN											
Director, SAER <sup>a</sup>											
Director, SAGF <sup>b</sup>											
Director, SAHS											
Director, SAOC <sup>c</sup>											
Director, SAPP <sup>b</sup>											
Director, SARCC <sup>c</sup>											
Director, SASS <sup>d</sup>											
Director, SATC											
Director, SAUW <sup>d</sup>											
Turnover per year	0	2	6	0	3	2	5	0	2	1	3

Department/ Division	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
<b>SERD</b>											
<b>DG</b>											
<b>DDG</b>											
Director, SEAE <sup>e</sup>											
Director, SEEN <sup>h</sup>											
Director, SEER <sup>e</sup>											
Director, SEGF <sup>f</sup>											
Director, SEHS <sup>g</sup>											
Director, SEID <sup>h</sup>											
Director, SEOC <sup>i</sup>											
Director, SEOD											
Director, SEPF <sup>f</sup>											
Director, SERC <sup>i</sup>											
Director, SESS <sup>g</sup>											
Director, SETC <sup>h</sup>											
Director, SEUW											
Turnover per year	0	1	6	2	2	3	2	2	1	5	1
<b>EARD</b>											
<b>DG</b>											
<b>DDG</b>											
Director, EAEN											
Director, EAER											
Director, EAPF											
Director, EASS											
Director, EATC											
Turnover per year	0	0	0	0	6	0	0	3	1	0	2

ADB = Asian Development Bank; CWEN = Energy Division, CWRD; CWER = Environment, Natural Resources and Agriculture Division, CWRD; CWPF = Public Management, Financial Sector, and Trade Division, CWRD; CWRC = Regional Cooperation and Operations Coordination Division, CWRD; CWRD = Central and West Asia Department; CWTC = Transport and Communications Division, CWRD; CWUW = Urban Development and Water Division, CWRD; DG = director general; DDG = deputy director general; EAEN = Energy Division, EARD; EAER = Environment, Natural Resources and Agriculture Division, EARD; EAPF = Public Management, Financial Sector, and Regional Cooperation Division, EARD; EARD = East Asia Department; EASS = Urban and Social Sectors Division, EARD; EATC = Transport and Communications Division, EARD; PARD = Pacific Department; PAUS = Urban, Social Development and Public Management Division, PARD; SAEN = Energy Division, SARD; SAER = Environment, Natural Resources and Agriculture Division, SARD; SAHS = Human and Social Development Division, SARD; SAPF = Public Management, Financial Sector, and Trade Division, SARD; SARC = Regional Cooperation and Operations Coordination Division, SARD; SARD = South Asia Department; SATC = Transport and Communications Division, SARD; SAUW = Urban Development and Water Division, SARD; SEEN = Energy Division, SERD; SEER = Environment, Natural Resources and Agriculture Division, SERD; SEHS = Human and Social Development Division, SERD; SEPF = Public Management, Financial Sector, and Trade Division, SERD; SERC = Regional Cooperation and Operations Coordination Division, SERD; SERD = Southeast Asia Department; SETC = Transport and Communications Division, SERD; SEUW = Urban Development and Water Division, SERD.

Note: Counting of turnover for the year is based on the following: (1) When a staff leaves the position; (2) When staff leaves the position and the position is re-titled or re-aligned. Counted as one in the following cases: a, b, c, d, e, f, g, h, i; (3) Turnover of staff marked in between two years is counted in the earlier year; and (4) Additional new positions are not counted.

Source: Asian Development Bank Budget, Personnel, and Management Systems Department.

**Table 2: Senior Management Turnover, by percent**

Department	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
CWRD	0	0	0	43	29	29	29	50	50	0	25
EARD	0	0	0	0	57	0	0	29	14	14	29
PARD	0	33	33	0	67	67	67	25	50	50	0
SARD	0	25	75	0	38	25	63	0	22	11	33
SERD	0	0	10	25	25	11	43	22	11	56	11

CWRD = Central and West Asia Department; EARD = East Asia Department; SARD = South Asia Department; SERD = Southeast Asia Department; PARD = Pacific Department.

Note: Percent staff turnover is the number of turnover per department per year (Table 5.1) out of available staff in position per year.

Source: Asian Development Bank Budget, Personnel, and Management Systems Department.