

It is therefore difficult to generalise in terms of the appropriate nature and distribution of technical skills. However, one common trend that comes across strongly is the importance of experience on the job, from the strategic to the operational level. This is given considerable emphasis in cases as diverse as Minneapolis and Zürich and brings to the fore the issues of personnel turnover. The cases did not suggest ready answers for the problem of how to retain skilled personnel, but they do indicate that this is a key element in any skills policy, which is likely to require an emphasis upon ongoing training across all management and operational levels, and a continuous investment in staff.