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**Talent management in Higher Education: Is turnover relevant?**

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### Article

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**Table 1 Staff Turnover Statistics for Age, Gender, Type of Contract & Type of Staff (01/08/2012 - 31/07/2013)**

	Staff at 1 Aug 2012	Leavers*	New Staff*	Staff at 31 July 2013	% Distribution**	X	Y	Net Turnover	Stability Index	
<b>University Grand Total</b>	<b>2346</b>	<b>233</b>	<b>164</b>	<b>2277</b>	<b>100.0%</b>	<b>10.1</b>	<b>7.1</b>	<b>-3.0</b>	<b>91.0%</b>	
<b><u>Age &amp; Gender</u></b>										
Under 20 yrs Males	0	0	6	6	0.3%	0.0	200.0	200.0	-	
Under 20 yrs Females	0	0	4	4	0.2%	0.0	200.0	200.0	-	
20-29 yrs Males	56	16	23	63	2.8%	26.9	38.7	11.8	78.6%	
20-29 yrs Females	87	28	23	82	3.6%	33.1	27.2	-5.9	77.0%	
30-39 yrs Males	213	27	34	220	9.7%	12.5	15.7	3.2	90.1%	
30-39 yrs Females	294	48	22	268	11.8%	17.1	7.8	-9.3	83.7%	
40-49 yrs Males	350	22	18	346	15.2%	6.3	5.2	-1.1	93.7%	
40-49 yrs Females	409	21	15	403	17.7%	5.2	3.7	-1.5	94.9%	
50-59 yrs Males	324	13	5	316	13.9%	4.1	1.6	-2.5	96.0%	
50-59 yrs Females	359	18	6	347	15.2%	5.1	1.7	-3.4	95.8%	
60 yrs & Over Males	125	22	7	110	4.8%	18.7	6.0	-12.8	83.2%	
60 yrs & Over Females	129	18	1	112	4.9%	14.9	0.8	-14.1	86.0%	
<b>Grand Total Males</b>	<b>1068</b>	<b>100</b>	<b>93</b>	<b>1061</b>	<b>46.6%</b>	<b>9.4</b>	<b>8.7</b>	<b>-0.7</b>	<b>91.7%</b>	
<b>Grand Total Females</b>	<b>1278</b>	<b>133</b>	<b>71</b>	<b>1216</b>	<b>53.4%</b>	<b>10.7</b>	<b>5.7</b>	<b>-5.0</b>	<b>90.5%</b>	
Generation Y Males	182	33	45	194	8.5%	17.6	23.9	6.4	85.2%	
Generation Y Females	268	60	43	251	11.0%	23.1	16.6	-6.6	80.6%	
Non-Generation Y Males	886	67	48	867	38.1%	7.6	5.5	-2.2	93.0%	
Non-Generation Y Females	1010	73	28	965	42.4%	7.4	2.8	-4.6	93.1%	
<b><u>Type of Contract</u></b>										
Fixed Contract	224	101	70	193	8.5%	48.4	33.6	-14.9	64.3%	
Permanent Contract	2120	132	94	2082	91.4%	6.3	4.5	-1.8	93.8%	
Joint Contract	2	0	0	2	0.1%	0.0	0.0	0.0	100.0%	
<b><u>Type of Staff</u></b>										
Academic	886	70	81	897	39.4%	7.9	9.1	1.2	92.7%	
Administration	916	90	53	879	38.6%	10.0	5.9	-4.1	91.3%	
Research	141	51	22	112	4.9%	40.3	17.4	-22.9	68.1%	
Other Staff	403	22	8	389	17.1%	5.6	2.0	-3.5	94.5%	

\* Includes New staff who also were Leavers during year

\*\* Percentage distribution relates to staff at 31st July 2013