

# **Universities' HR Benchmarking Program 2008**

HR Performance Indicators for

## **The University of Adelaide**

*compared with Australian Universities*

for the period 2005 - 2007

Prepared by  
the Human Resources Department  
Queensland University of Technology

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# **Section 1 Introduction**

**Understanding the program and report presentation**

## Universities' HR Benchmarking Program 2008

### Introduction

The Universities' HR Benchmarking Program provides a benchmarking service to its members focusing on the Australian and New Zealand Sectors with additional input from a number of South African Universities. The measures focus on the University sector with 45 measures across the following categories:

- Staffing Profiles
- Academic Workforce Profile
- Turnover
- Absence
- Recruitment Efficient and Effectiveness
- Age
- Length of Service
- Occupational Health and Safety
- Employment Costs

The program first ran as a pilot in 2003 with participation of the five ATN Universities. In 2008, 45 members have contributed data to the program.

To complement the Universities' HR Benchmarking Program, an annual conference is organised with the objective of:

- Reviewing the process and results of the Universities' HR Benchmarking Program;
- Sharing relevant workforce planning strategy success stories;
- Exploring case studies in workforce planning from within and outside of the sector;
- Learning about best practice in workforce management; and,
- Providing valuable networking opportunities for HR practitioners.

This year, the Universities' HR Benchmarking Program marks its fifth anniversary and the annual conference will be held in October in Melbourne.

### Comparisons

Comparisons are made to the Member results in each of these reports. These comparisons are made to the wider University Sector or to predefined groups, depending on the context of the report. This group can be identified on the title page of the report as well as the header on each page of the report. The number of members contributing to the group or sector results for a particular measure can also be seen within the report.

## The Report

The report is divided into five sections:

- Section 1 – Introduction
- Section 2 – Summary of Results
- Section 3 – Program Results
- Section 4 – Detailed Data Tables
- Section 5 – Guide to the Report

### Section 1

This section gives an introduction to the report and provides context for the user.

### Section 2

The Summary of Results provides a snapshot of the report. This includes tables with a summary of the results, as well as a summary of the key findings of the report.

### Section 3

The Program Results show the outcomes of the Program in a graphical format.

### Section 4

The Detailed Data Tables provides a simple view of the outcomes of the program, providing a year on year comparison for the majority of measures for the member compared to the wider population. This is complemented by including the sample size to give context to the results.

### Section 5

The final section provides additional information to assist the user in understanding and using the report. This includes a glossary of terms, key definitions, important considerations for the report, and details some of the changes from previous reports.

## **Section 2 Summary of Results**

**The key findings from the report with a summary table of the results**

## Universities' HR Benchmarking Program 2008

### Key Sector Findings

The following is a summary of the key findings from the results for the Universities' HR Benchmarking program, 2008. It provides an outline of the trends and patterns that have occurred in the survey results from all universities which participated in the program, based on data from the member Universities that submitted data for 2005 to 2007.

#### Points of Interest

- Increase of staffing ratios of Division to Faculty FTE (Excluding Casuals) from 0.50 in 2005 to 0.53 in 2007;
- Decrease in staffing ratio of General to Academic FTE (Including Casuals) from 1.27 (2005) to 1.14 (2007);
- Total Turnover has decreased from 18.9% in 2006 to 17.7% in 2007.
- Voluntary Employee Initiated Turnover has increased from 9.2% in 2005 to 10.75% in 2007;
- Generally across classifications and staff groups (Academic and General, Applicant Interest rose in 2007 from 2006, after experiencing a drop from 2005 to 2006. Across the sector the rate has risen from 10.31 applicants per position in 2005 to 10.45 in 2007 (9.86 in 2006);
- Female Participation rates increased from 52.2% in 2005 to 53.5% in 2007. Of particular note is Academic Staff at the higher levels (ie Level E increase from 16.9% in 2005 to 19.8% in 2007).

#### Staffing

There has been a change in staffing ratios across the sector with a growth in the proportion of Academic staff. The General to Academic (Excluding Casuals) ratio has decreased from 1.37 in 2005 to 1.31 in 2007 with the General to Academic (Including Casuals) ratio experiencing similar changes with a drop from 1.27 to 1.14 over the same period. Given the average University size in the Program (2225 FTE excluding casuals in 2007), this equates to an increase of 25 Academic FTE and a decrease of 25 General FTE.

Mirroring this change, the Ratio for Division to Faculty Staff FTE (Excluding Casuals) has increased from 0.50 in 2005 to 0.53 in 2007.

The centralised staffing ratios remained relatively steady with the biggest changes being to Student Administration (increase from 2.5% of Total FTE including Casuals in 2005 to 2.9% in 2007) and Learning and Research which was 1.8% in 2005 and decreased to 1.5% in 2007.

Female Participation has continued to increase with the overall percentage of female staff being 53.3% in 2007, up from 52.5% in 2005. Significantly, the increase in the higher level Academics (ie Level C, D and E) is higher than the overall rate, with increases of 2.9 percentage points in Level E (16.9% to 19.8%), 2.3 percentage points for Level D (25.6% to 27.9%) and 2.1 percentage points for Level C (35.5% to 37.6%) over the 3 year benchmarking period.

#### Turnover and Unscheduled Absence

The Total Turnover Rate across the sector has decreased in 2007 with a rate of 17.7%. This is down from 18.3% in 2005 and 18.9% in 2006.

While the overall rate has decreased, the Voluntary Employee Initiated (VEI) Turnover rate has increased from 9.2% in 2005 to 10.7% in 2007. The increase in VEI Turnover can be seen more in General staff with increases in both HEW 1-5 (11.5% in 2005 to 14.1% in 2007) and HEW 6-10 (9.7% in 2005 to 11.4% in 2007) groupings. Overall, Academic staff follow a similar trend, however Academic Levels D and E both experienced decreases in VEI turnover across the sector from 2005 to 2007. Level D VEI turnover dropped from 6.6% to 6.0% while Level E fell from 5.8% to 5.4% during the period.

Each of the other 3 turnover groups experienced a decrease across the 3 year period.

Unscheduled Absence rates decreased overall from 4.89 days per employee in 2005 to 4.72 days in 2007, which remained steady from 2006. More significantly, General staff absence increased from 7.00 days in 2005 to 7.12 days in 2006 and then to 7.51 days in 2007. This increase in General staff absence was relatively consistent across the classification levels.

## *Recruitment*

Applicant Interest has generally been decreasing in the recent past, as has been evident in previous Benchmarking reports. The 2007 data, however, shows that there has been an overall increase in applicant interest from 2006 to 2007 after a decrease in the previous year. In many cases, this has seen an increase in 2007 to levels higher than 2005. This is evident in the overall rate of 10.45 applicants per advertised position, an increase from 9.86 in 2006 and 10.31 in 2005.

There were, however, 2 areas where the applicant rate decreased in each of the 3 periods. These being Senior Staff, which decreased from 8.35 in 2005 to 8.25 in 2006 and then to 4.88 in 2007; and HEW Level 10, which dropped from 11.65 applicants per advertised position in 2005 to 9.80 in 2006 and then 6.09 in 2007.

Days to Offer and Days to Start also had contrary trends across the 3 years, with the average number of days to offer and start generally increasing from 2005 to 2006, then decreasing in 2007. Again, the overall change meant that generally the 2007 results decreased to below the 2005 figures.

Recruitment Rate increased slightly from 13.9% to 14.3%. General staff increased across the board, while Academic staff generally decreased. Internal recruitment decreased slightly with Recruitment Source decreasing from 42.3% of all recruits being sourced internally in 2005 to 41.2% in 2007.

## *Academic Measures*

The Academic measures generally remained steady across the sector.

Doctoral Qualifications remain at similar levels for 2007 as they were in 2006. However, there was a slight increase from 2005 to 2007. Overall this increase was 58.0% to 60.3% respectively.

Academic Promotion Rates have generally declined, though not at significant levels. Promotion Rate dropped from 4.7% to 4.5% from 2005 to 2007 overall. The Application for Promotion Rate also declined slightly from 7.0% to 6.6%. Applications for Promotion to Level D had the most significant change with a drop from 9.3% in 2005, to 8.4% in 2006, down to 7.7% in 2007.

Academic Promotions Success Rate follows similar patterns with the rates remaining relatively steady. While promotion applications between Levels B to D decreased from 2005 to 2006, and then increased to 2007, promotion success rate for Level E increased from 58.7% in 2005 to 61.5% in 2006 and then down to 53.4% in 2007.

The difference in Academic Promotion Rate between the genders in 2007 is not great. For all Academics, the difference is 0.6% with males (4.8%) being slightly higher than females (4.4%). This pattern has continued across the 3 year period, though the female rate has decreased slightly from 4.5% in 2005 to 4.2% in 2007. The most significant drops were in Level E (6.0% to 4.2%) and Level D (5.6% to 4.6%).

Males show a higher Application for Promotion rate in 2007, with 7.1% compared to 5.9% for females. Both male and female rate have dropped across the 3 year period. It is interesting to note that promotion applications to Academic Level E are higher for females (8.8%) than males (8.4%) across the sector in 2007. This is the only level for this to occur over the 3 year period.

There is a greater Academic Promotion Success Rate for females overall (70.2% compared to 66.7% for males), though this is really only shown in promotions to Level C in 2007 (76% for females, 70.0% for males). In previous years, females tended to be more successful than males across all levels, though decreases for females has meant this pattern. Most significantly the success rate for females to Level E has dropped from 68.4% in 2006 to 49.4%.

## *Occupational Health and Safety*

OH&S Incident Rate remained steady at 1.0% in 2007, which is the same as the 2005 rate. Average Time Lost, however, has increased from 15.06 days per incident in 2005, to 15.61 in 2006, up further to 16.61 in 2007

## *Financial*

Employment costs have decreased relative to revenue from 2006 (55.2%) to 2007 (53.6%). This is below the 2005 rate of 54.9%.

## Summary of Results

	The University of Adelaide			AUS Average		
	2005	2006	2007	2005	2006	2007
<i>Ratio of Division to Faculty Staff (Excluding Casuals)</i>	0.40	0.39	0.40	0.50	0.51	0.53
<i>Ratio of Division to Faculty Staff (including Casuals)</i>	0.38	0.35	0.35	0.50	0.48	0.49
<i>Ratio of General Staff to Academic Staff (Excluding Casuals)</i>	1.26	1.23	1.25	1.37	1.35	1.31
<i>Ratio of General Staff to Academic Staff (Including Casuals)</i>	1.24	1.20	1.22	1.27	1.23	1.14
<i>Ratio of Faculty General Staff to Faculty Academic (Excluding Casuals)</i>	0.63	0.64	0.65	0.60	0.61	0.59
<i>Ratio of Faculty General Staff to Faculty Academic (Including Casuals)</i>	0.66	0.66	0.67	0.58	0.58	0.59
<i>Average Time Lost</i>	7.83	6.92	9.76	15.06	15.61	16.61
	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<i>Centralised Staffing Ratio - Finance</i>	1.34 %	1.31 %	1.28 %	1.79 %	1.66 %	1.73 %
<i>Centralised Staffing Ratio - Information Technology</i>	3.76 %	3.92 %	3.63 %	4.36 %	4.17 %	4.53 %
<i>Centralised Staffing Ratio - Student Administration</i>	1.30 %	1.21 %	1.26 %	2.46 %	2.67 %	2.91 %
<i>Centralised Staffing Ratio - Student Services</i>	1.87 %	1.88 %	1.92 %	2.21 %	2.49 %	2.38 %
<i>Centralised Staffing Ratio - Libraries</i>	4.65 %	4.52 %	4.28 %	4.19 %	4.24 %	4.18 %
<i>Centralised Staffing Ratio - Buildings/Facilities</i>	2.01 %	2.13 %	2.23 %	3.96 %	3.81 %	3.78 %
<i>Centralised Staffing Ratio - Learning and Research</i>	0.68 %	0.64 %	0.80 %	1.76 %	1.31 %	1.49 %
<i>Centralised Staffing Ratio - Marketing/Communication Staff</i>	0.65 %	0.64 %	0.68 %	1.40 %	1.28 %	1.41 %
<i>Centralised Staffing Ratio - HR Department Staff</i>	1.22 %	1.17 %	1.21 %	1.43 %	1.43 %	1.47 %
<i>Centralised Staffing Ratio - Payroll Staff</i>	0.28 %	0.29 %	0.26 %	0.34 %	0.34 %	0.36 %
<i>HR Function Staffing Ratio</i>	1.54 %	1.47 %	1.48 %	1.93 %	1.84 %	1.81 %
<i>Employment Costs as a % of Revenue</i>	52.30 %	52.57 %	54.29 %	54.92 %	55.16 %	53.64 %
<i>OH&amp;S Incident Rate</i>	0.70 %	0.48 %	0.75 %	0.95 %	0.80 %	0.97 %
	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<i>Ratio of Part Time FTE to Full Time FTE</i>			0.16		0.37	0.15
<i>Ratio of Fixed Term FTE to Ongoing FTE</i>			0.85		0.46	0.49
	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<i>Female Participation</i>	49.41 %	49.81 %	50.55 %	52.24 %	52.49 %	53.27 %

### Summary of Results

	2005	2006	2007	2005	2006	2007
<i>Total Turnover</i>	14.57 %	15.37 %	16.07 %	18.30 %	18.86 %	17.68 %
<i>Voluntary Employee Initiated Turnover</i>	8.14 %	8.37 %	9.09 %	9.15 %	9.69 %	10.67 %
<i>Voluntary University Initiated Turnover</i>	0.27 %	0.33 %	0.46 %	1.52 %	1.70 %	1.19 %
<i>Involuntary University Initiated Turnover</i>	0.08 %	0.07 %	0.25 %	0.64 %	0.84 %	0.79 %
<i>Fixed Term Contract Expiration</i>	6.08 %	6.59 %	6.27 %	6.99 %	6.63 %	6.05 %
<i>Recruitment Rate</i>	6.51 %	6.14 %	6.06 %	13.92 %	15.06 %	14.83 %
<i>Recruitment Source</i>	20.96 %	28.48 %	24.12 %	42.29 %	39.77 %	41.22 %

	2005	2006	2007	2005	2006	2007
<i>Applicant Interest</i>	16.58	15.50	14.27	10.31	9.86	10.45
<i>Recruitment Days to Offer</i>	59.22	89.59	74.87	47.74	49.71	41.47
<i>Recruitment Days to Start</i>	98.29	121.05	100.86	62.01	68.09	57.93
<i>Unscheduled Absence Taken per Employee</i>	3.36	3.62	3.38	4.89	4.72	4.72

	2005	2006	2007	2005	2006	2007
<i>Doctoral Qualifications</i>	68.69 %	67.34 %	66.73 %	58.02 %	60.86 %	60.28 %

	2005	2006	2007	2005	2006	2007
<i>Academic Promotion Rate</i>	5.24 %	5.99 %	4.99 %	4.74 %	4.89 %	4.48 %
<i>Applications for Promotion Rate</i>	9.19 %	9.36 %	7.94 %	6.97 %	7.19 %	6.56 %
<i>Academic Promotions Success Rate</i>	56.99 %	64.00 %	62.79 %	68.23 %	67.71 %	68.16 %

	2005	2006	2007	2005	2006	2007
<i>Honorary/Visiting Academics</i>	145.01 %	154.55 %	162.79 %	75.83 %	81.04 %	76.48 %

## **Section 3 Program Results**

**The results of your University compared with Australian Universities**

## Ratio of Division to Faculty Staff (Excluding Casuals)

University Division Staff excluding Casuals (FTE)

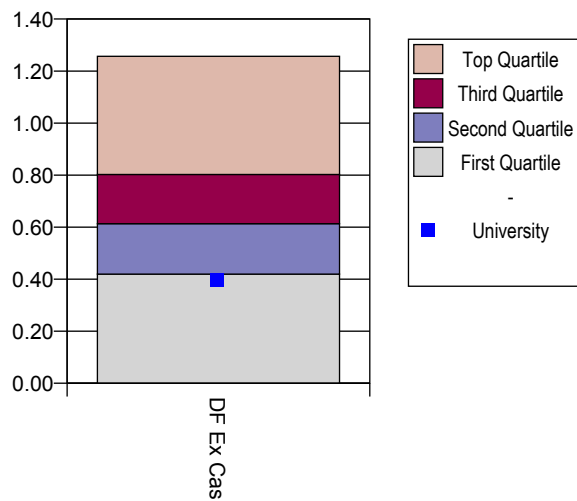
University Faculty Staff excluding Casuals (FTE)

### DEFINITION

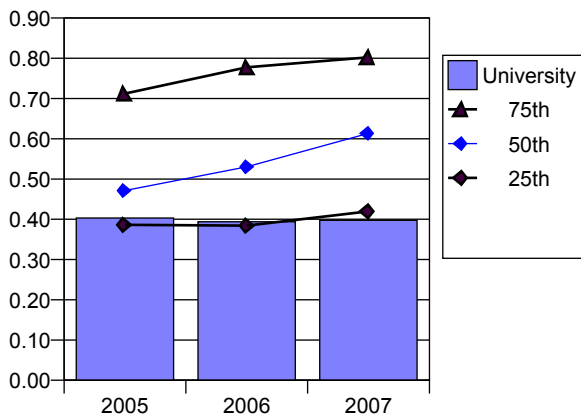
The average ratio of Divisional Staff (FTE) to Faculty Staff (FTE), with casual staff excluded from the calculations. The inclusion or exclusion of casual employees incorporates the effect of casualisation of the workforce, which allows the organisation to view the actual work performed or the core workforce.

Staffing ratios show the concentration of core business staff compared to support and corporate staff. Factors that affect this measure include centralisation of corporate and support functions, outsourcing of certain functions and service delivery differentiation.

Graph: University Results versus Percentile Ranges



Graph: Division - Total



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
DF Ex Cas	0.40	0.00	0.34	0.42	0.61	0.80	1.06	1.26	0.53	33

## Ratio of Division to Faculty Staff (including Casuals)

University Division Staff including Casuals (FTE)

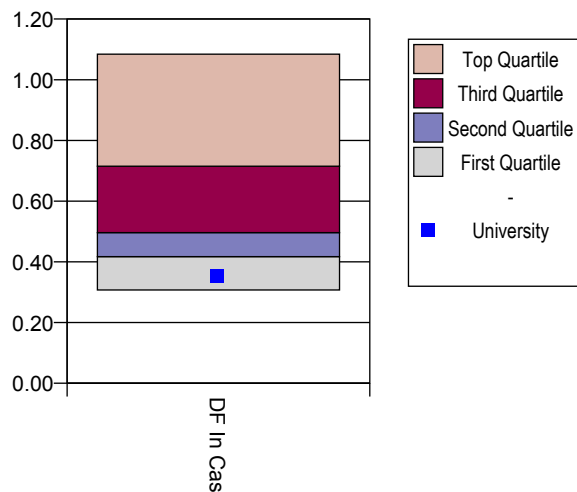
University Faculty Staff including Casuals (FTE)

### DEFINITION

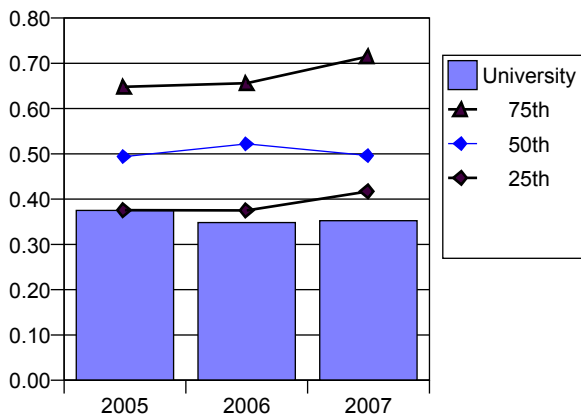
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Staffing ratios show the concentration of core business staff compared to support and corporate staff. Factors that affect this measure include centralisation of corporate and support functions, outsourcing of certain functions and service delivery differentiation.

Graph: University Results versus Percentile Ranges



Graph: Division - Total



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
DF In Cas	0.35	0.31	0.36	0.42	0.50	0.72	0.87	1.08	0.49	27

## Ratio of General Staff to Academic Staff (Excluding Casuals)

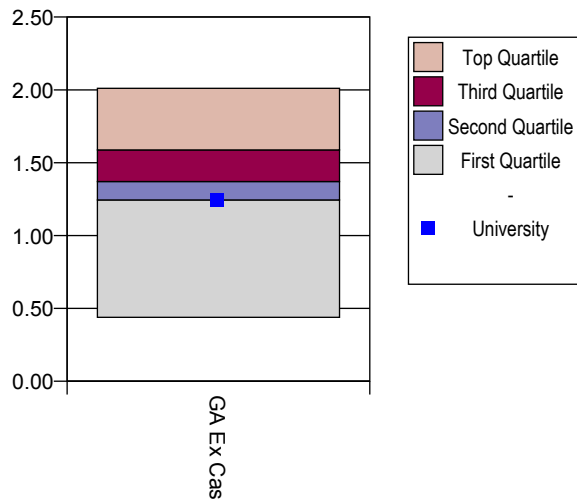
University General Staff excluding Casuals (FTE)  
 University Academic Staff excluding Casuals (FTE)

### DEFINITION

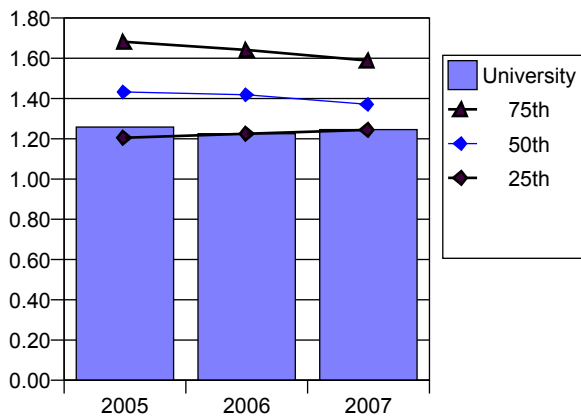
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Staffing ratios show the concentration of core business staff compared to support and corporate staff. Factors that affect this measure include centralisation of corporate and support functions, outsourcing of certain functions and service delivery differentiation.

Graph: University Results versus Percentile Ranges



Graph: General Total



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
GA Ex Cas	1.25	0.44	1.08	1.24	1.37	1.59	1.83	2.01	1.31	35

## Ratio of General Staff to Academic Staff (Including Casuals)

University General Staff including Casuals (FTE)

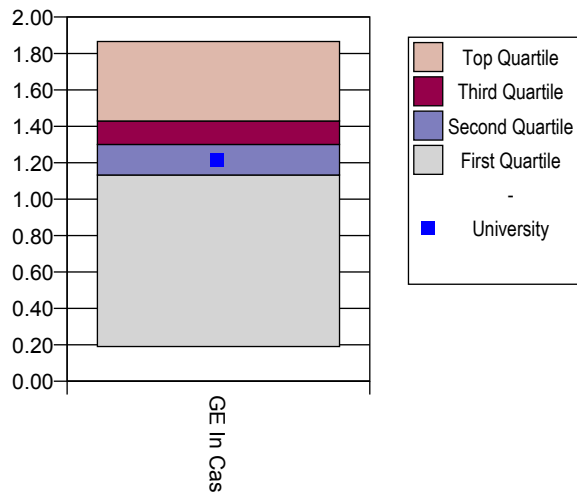
University Academic Staff including Casuals (FTE)

### DEFINITION

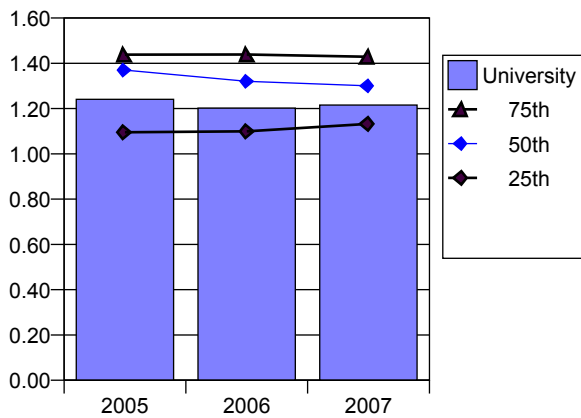
The average ratio of General Staff (FTE) to Academic Staff (FTE), with casual staff included in the calculations. The inclusion or exclusion of casual employees incorporates the effect of casualisation of the workforce, which allows the organisation to view the actual work performed or the core workforce.

Staffing ratios show the concentration of core business staff compared to support and corporate staff. Factors that affect this measure include centralisation of corporate and support functions, outsourcing of certain functions and service delivery differentiation.

Graph: University Results versus Percentile Ranges



Graph: General Total



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
GE In Cas	1.22	0.19	0.93	1.13	1.30	1.43	1.58	1.87	1.14	29

## Ratio of Faculty General Staff to Faculty Academic (Excluding Casuals)

Faculty General Staff excluding Casuals (FTE)

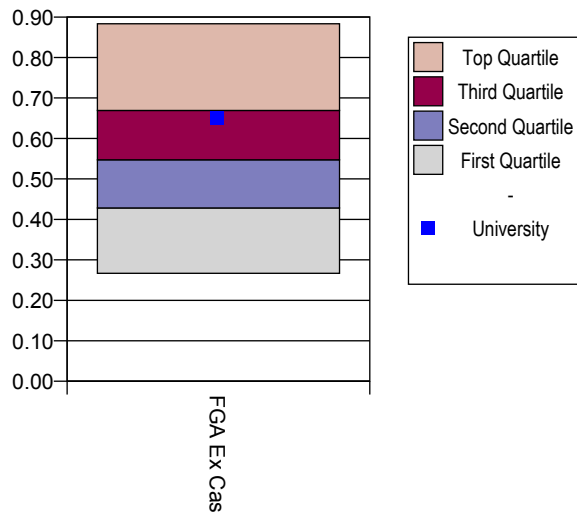
Faculty Academic Staff excluding Casuals (FTE)

### DEFINITION

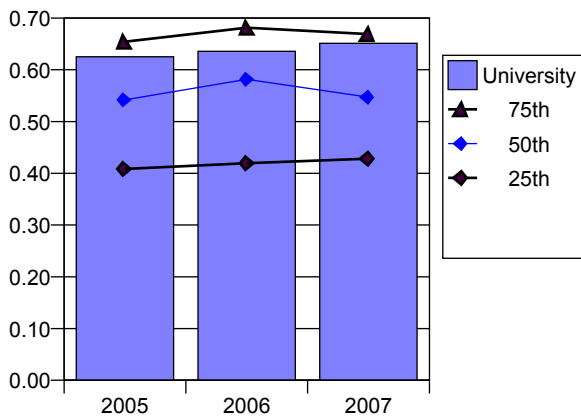
The average ratio of Faculty General Staff (FTE) to Faculty Academic Staff (FTE), with casual staff excluded from the calculations. The inclusion or exclusion of casual employees incorporates the effect of casualisation of the workforce, which allows the organisation to view the actual work performed or the core workforce.

Staffing ratios show the concentration of core business staff compared to support and corporate staff. Factors that affect this measure include centralisation of corporate and support functions, outsourcing of certain functions and service delivery differentiation.

Graph: University Results versus Percentile Ranges



Graph: Faculty - General



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
FGA Ex Cas	0.65	0.27	0.38	0.43	0.55	0.67	0.77	0.88	0.59	32

## Ratio of Faculty General Staff to Faculty Academic (Including Casuals)

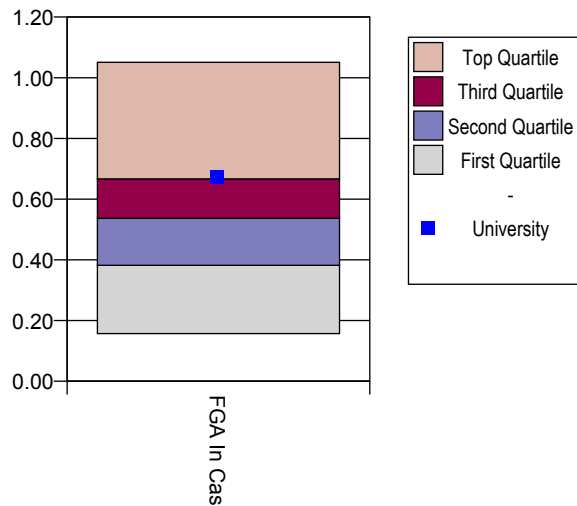
Faculty General Staff including Casuals (FTE)  
 Faculty Academic Staff including Casuals (FTE)

### DEFINITION

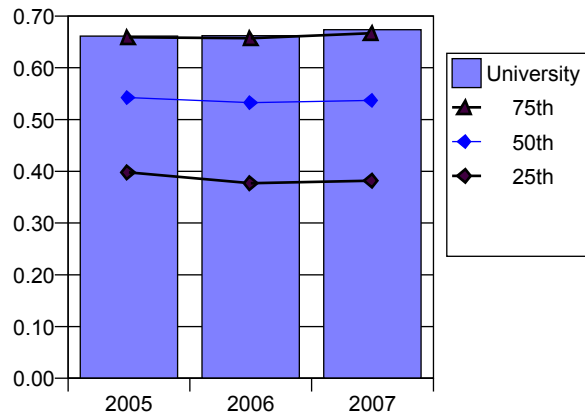
The average ratio of Faculty General Staff (FTE) to Faculty Academic Staff (FTE), with casual staff excluded from the calculations. The inclusion or inclusion of casual employees incorporates the effect of casualisation of the workforce, which allows the organisation to view the actual work performed or the core workforce.

Staffing ratios show the concentration of core business staff compared to support and corporate staff. Factors that affect this measure include centralisation of corporate and support functions, outsourcing of certain functions and service delivery differentiation.

Graph: University Results versus Percentile Ranges



Graph: Faculty - General



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
FGA In Cas	0.67	0.16	0.31	0.38	0.54	0.67	0.86	1.05	0.59	26

## Average Time Lost

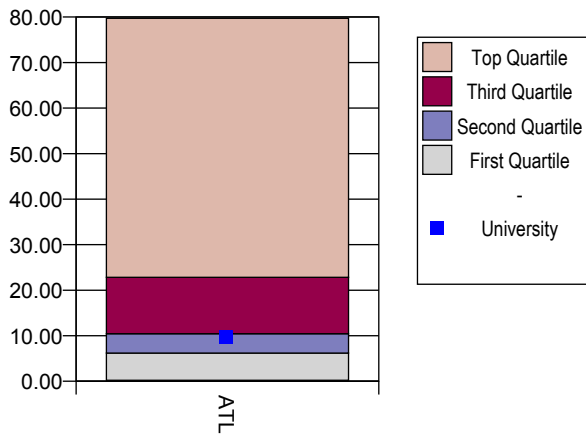
Total number of working days lost  
 Total number of lost time occurrences

### DEFINITION

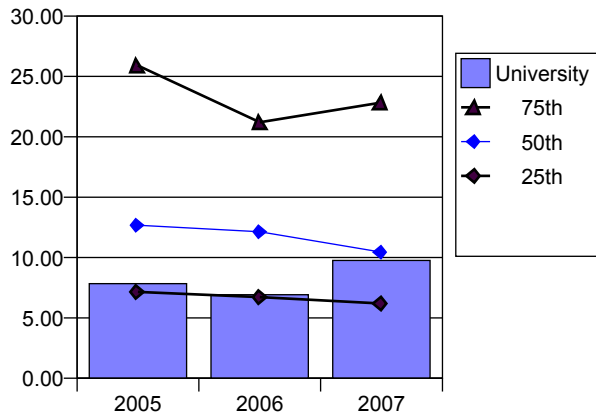
The Average Time Lost Rate measures the severity of OH&S incidents which occur in the university. A low result may indicate that OH&S incidents in the university are relatively minor. However the frequency of these occurrences should also be taken into consideration to gauge the overall health of the workplace

A high result may indicate the university has experienced some major workplace incidents causing injury/disease/fatality. This may highlight the need to instigate more effective preventative and rehabilitative measures or revise current OH&S practices.

Graph: University Results versus Percentile Ranges



Graph: Total



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
ATL	9.76	0.23	3.15	6.19	10.44	22.84	41.58	79.71	16.61	27

### OH&S Incident Rate

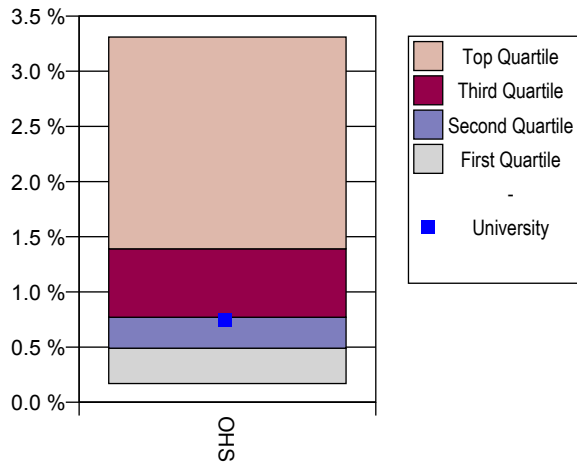
Total number of lost time occurrences  
University Employees (HEADCOUNT)

#### DEFINITION

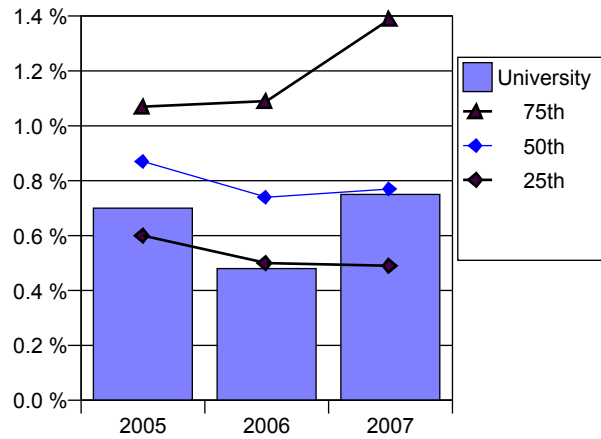
The OH&S Incidence Rate measures the number of workplace health and safety related occurrences per 100 employees. This measure should be viewed in conjunction with the Average Time Lost Rate to get a better picture of the overall safety of the university.

A low rate may indicate that the university has effective workplace health and safety practices in place a high rate may indicate the university's OH&S function may be ineffective. This may also put upward pressure on worker's compensation premiums.

Graph: University Results versus Percentile Ranges



Graph: Total



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
OHS	0.75 %	0.17 %	0.41 %	0.49 %	0.77 %	1.39 %	2.28 %	3.31 %	0.97 %	28

## Centralised Staffing Ratio - Finance

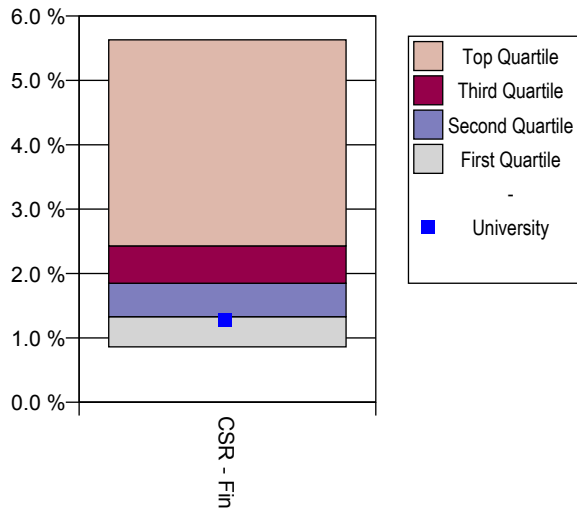
Central Finance Function (Non-Faculty) FTE (including Casuals)  
 Total University FTE (including Casuals)

### DEFINITION

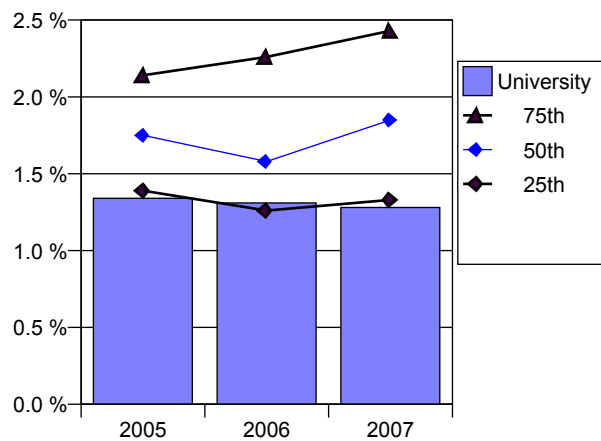
This measures staffing ratios for centralised (non-faculty) finance and business Services functions. The Central Administration Ratio is the number Staff (FTE) performing a Centralised Finance function as a percentage of total FTE. More often than not, this will represent FTE for a department or number of departments in a division.

This ratio can vary depending on the level & complexity of services provided, and level of centralisation/ decentralisation of the function. Any outsourcing or automation of centralised services and geographic spread of employees across campuses are among other considerations.

Graph: University Results versus Percentile Ranges



Graph: Total



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
CSR - Fin	1.28 %	0.86 %	1.12 %	1.33 %	1.85 %	2.43 %	3.23 %	5.63 %	1.73 %	29

## Centralised Staffing Ratio - Information Technology

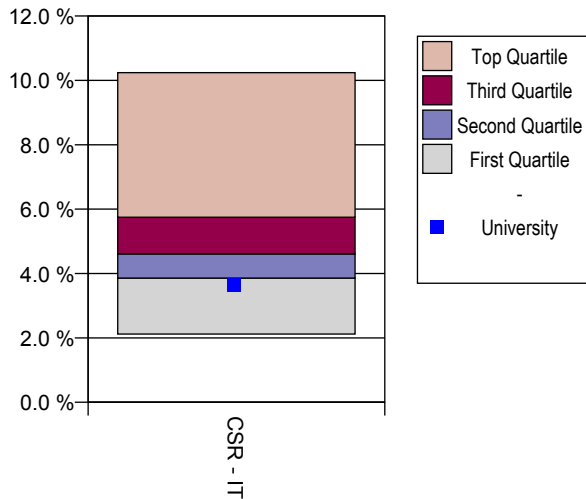
Central IT Function (Non-Faculty) FTE (including Casuals)  
 Total University FTE (including Casuals)

### DEFINITION

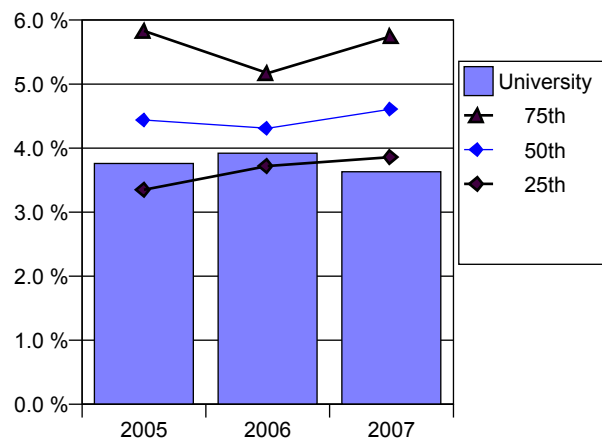
This measures staffing ratios for centralised (non-faculty) computing operations providing services to areas across the organisation. The Central Administration Ratios are the number Staff (FTE) performing a Centralised Information Technology function as a percentage of total FTE. More often than not, this will represent FTE for a department or number of departments in a division.

This ratio can vary depending on the level & complexity of services provided, and level of centralisation/ decentralisation of the function. Any outsourcing or automation of centralised services and geographic spread of employees across campuses are among other considerations.

Graph: University Results versus Percentile Ranges



Graph: Total



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
CSR - IT	3.63 %	2.12 %	3.48 %	3.86 %	4.61 %	5.75 %	7.03 %	10.24 %	4.53 %	29

## Centralised Staffing Ratio - Student Administration

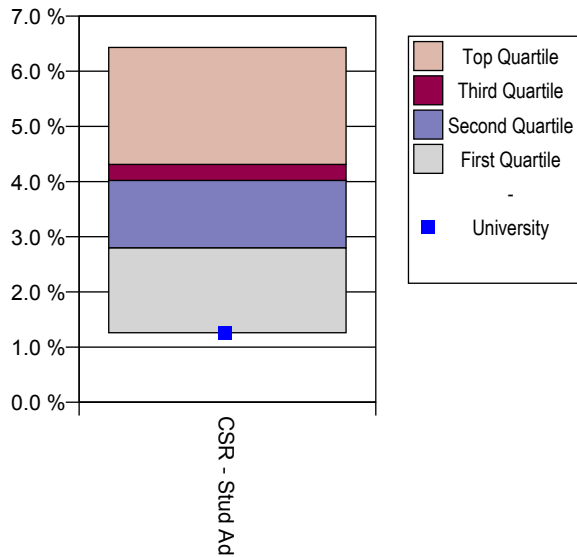
Central Student Administration Function (Non-Faculty) FTE (including Casuals)  
 Total University FTE (including Casuals)

### DEFINITION

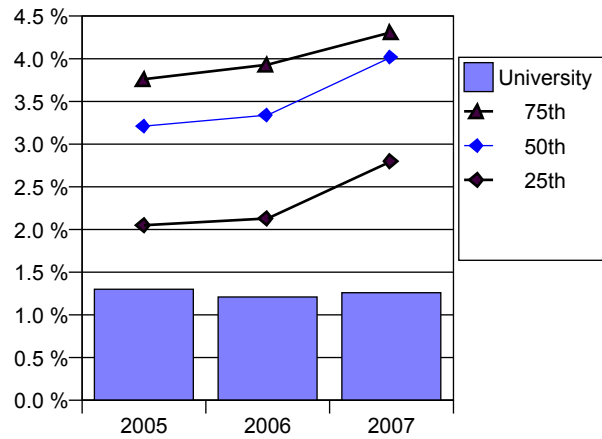
This measures staffing ratios for centralised (non-faculty) student administration including student records, admissions, enrolments, examinations and fees. The Central Administration Ratio is the number Staff (FTE) performing a Centralised Student Administration function as a percentage of total FTE. More often than not, this will represent FTE for a department or number of departments in a division.

This ratio can vary depending on the level & complexity of services provided, and level of centralisation/ decentralisation of the function. Any outsourcing or automation of centralised services and geographic spread of employees across campuses are among other considerations.

Graph: University Results versus Percentile Ranges



Graph: Total



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
CSR - Stud Ad	1.26 %	1.26 %	1.52 %	2.80 %	4.02 %	4.31 %	5.50 %	6.43 %	2.91 %	28

## Centralised Staffing Ratio - Student Services

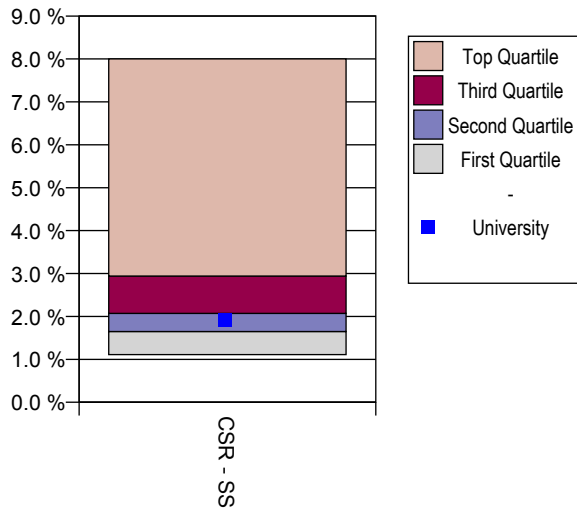
Central Student Services Function (Non-Faculty) FTE (including Casuals)  
Total University FTE (including Casuals)

### DEFINITION

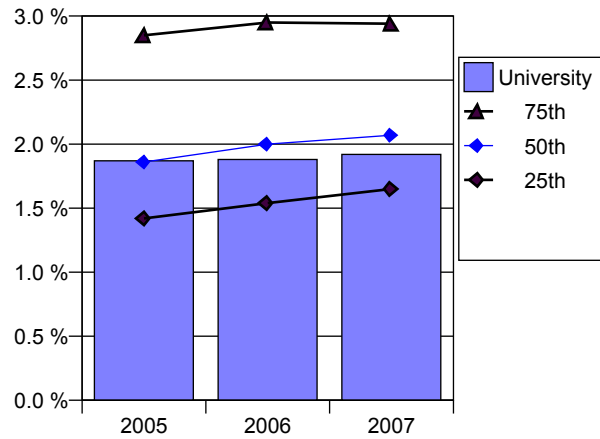
This measures staffing ratios for centralised (non-faculty) organisational units whose primary function involves the provision of services directed at the welfare of students. The Central Administration Ratios are the number Staff (FTE) performing a Centralised Student Services function as a percentage of total FTE. More often than not, this will represent FTE for a department or number of departments in a division.

This ratio can vary depending on the level & complexity of services provided, and level of centralisation/ decentralisation of the function. Any outsourcing or automation of centralised services and geographic spread of employees across campuses are among other considerations.

Graph: University Results versus Percentile Ranges



Graph: Total



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
CSR - SS	1.92 %	1.11 %	1.31 %	1.65 %	2.07 %	2.94 %	4.50 %	8.00 %	2.38 %	27

## Centralised Staffing Ratio - Libraries

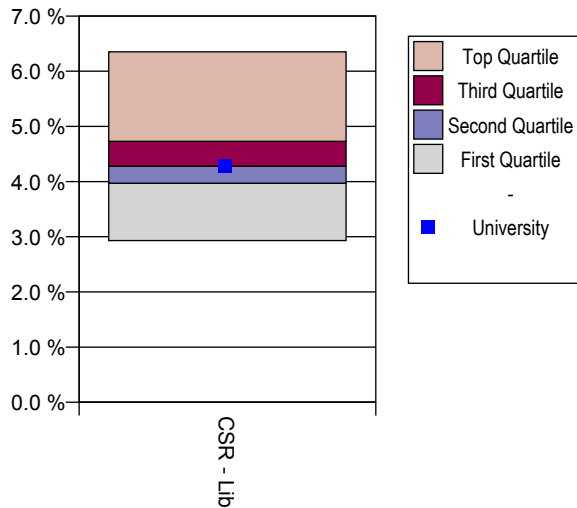
Central Libraries Function (Non-Faculty) FTE (including Casuals)  
 Total University FTE (including Casuals)

### DEFINITION

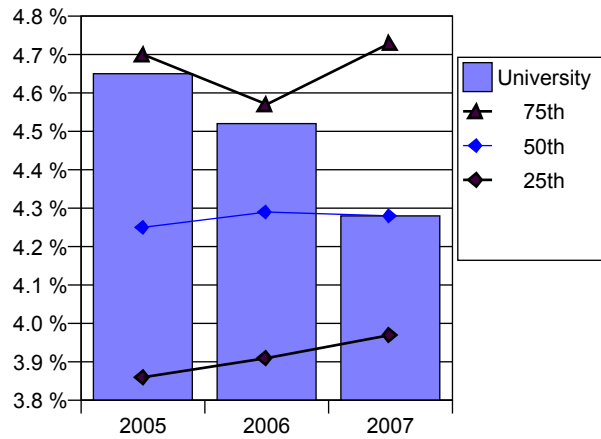
This measures staffing ratios for all staff in central libraries and branch libraries under the control of the central library. Libraries under the control of an academic organisational unit are regarded as part of that academic organisational unit and hence are classified as academic activity. The Central Administration Ratio is the number Staff (FTE) performing a Centralised Libraries function as a percentage of total FTE.

This ratio can vary depending on the level & complexity of services provided, and level of centralisation/ decentralisation of the function. Any outsourcing or automation of centralised services and geographic spread of employees across campuses are among other considerations.

Graph: University Results versus Percentile Ranges



Graph: Total



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
CSR - Lib	4.28 %	2.93 %	3.48 %	3.97 %	4.28 %	4.73 %	5.35 %	6.35 %	4.18 %	29

## Centralised Staffing Ratio - Buildings/Facilities

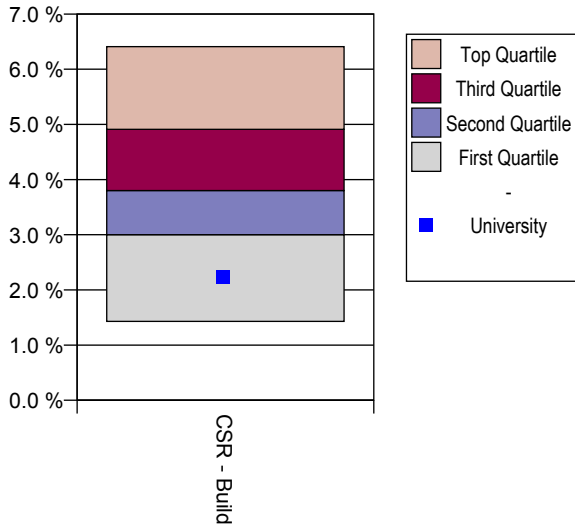
Central Building/Facilities Function (Non-Faculty) FTE (including Casuals)  
Total University FTE (including Casuals)

### DEFINITION

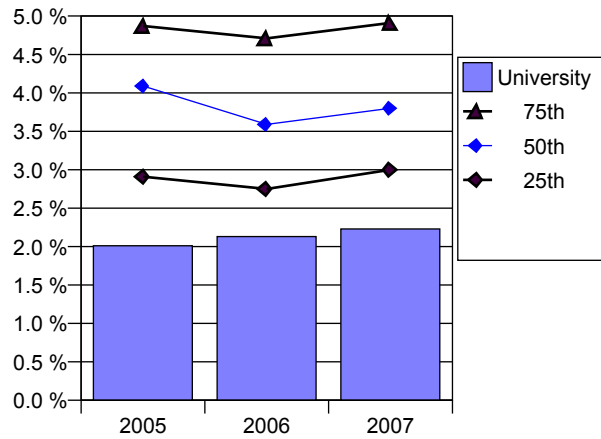
This measures staffing ratios for centralised (non-faculty) organisational units undertaking the design, repair and maintenance of the plant, equipment and buildings of the institution and the maintenance of its grounds plus any cleaning services and security and caretaker services. The Central Administration Ratios are the number Staff (FTE) performing a Centralised Buildings/Facilities function as a percentage of total FTE. More often than not, this will represent FTE for a department or number of departments in a division.

This ratio can vary depending on the level & complexity of services provided, and level of centralisation/ decentralisation of the function. Any outsourcing or automation of centralised services and geographic spread of employees across campuses are among other considerations.

Graph: University Results versus Percentile Ranges



Graph: Total



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
CSR - Build	2.23 %	1.43 %	1.69 %	3.00 %	3.80 %	4.91 %	5.62 %	6.41 %	3.78 %	29

## Centralised Staffing Ratio - Learning and Research

Central Learning and Research Function (Non-Faculty) FTE (including Casuals)

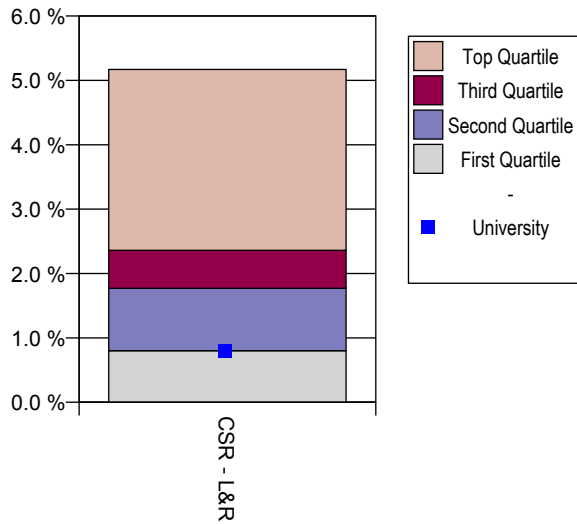
Total University FTE (including Casuals)

### DEFINITION

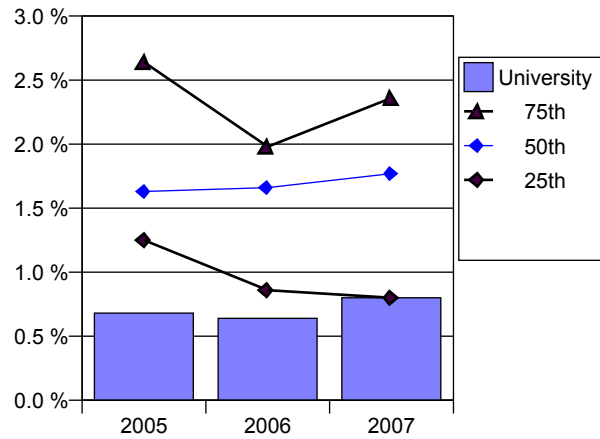
This measures staffing ratios for centralised (non-faculty) operations which support the teaching and learning function (eg online teaching, curriculum development, pedagogical development, research training, research supervisor training). The Central Administration Ratio is the number Staff (FTE) performing a Centralised Learning and Research function as a percentage of total FTE. More often than not, this will represent FTE for a department or number of departments in a division.

This ratio can vary depending on the level & complexity of services provided, and level of centralisation/ decentralisation of the function. Any outsourcing or automation of centralised services and geographic spread of employees across campuses are among other considerations.

Graph: University Results versus Percentile Ranges



Graph: Total



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
CSR - L&R	0.80 %	0.00 %	0.51 %	0.80 %	1.77 %	2.36 %	3.36 %	5.17 %	1.49 %	28

## Centralised Staffing Ratio - Marketing/Communication Staff

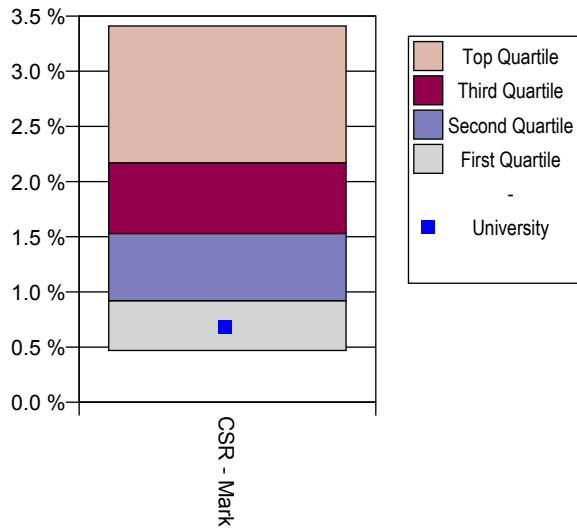
Central marketing/Communications Function (Non-Faculty) FTE (including Casuals)  
 Total University FTE (including Casuals)

### DEFINITION

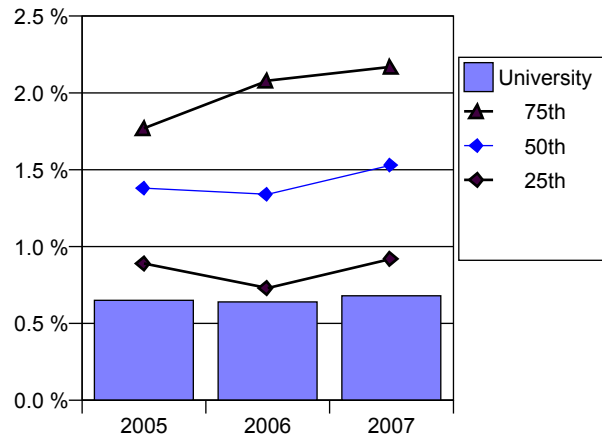
This measures staffing ratios for centralised (non-faculty) marketing, communications, public relations function. The Central Administration Ratios are the number Staff (FTE) performing a Centralised Marketing/Communications function a percentage of total FTE. More often than not, this will represent FTE for a department or number of departments in a division.

This ratio can vary depending on the level & complexity of services provided, and level of centralisation/ decentralisation of the function. Any outsourcing or automation of centralised services and geographic spread of employees across campuses are among other considerations.

Graph: University Results versus Percentile Ranges



Graph: Total



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
CSR - Mark	0.68 %	0.47 %	0.72 %	0.92 %	1.53 %	2.17 %	2.68 %	3.41 %	1.41 %	28

## Centralised Staffing Ratio - HR Department Staff

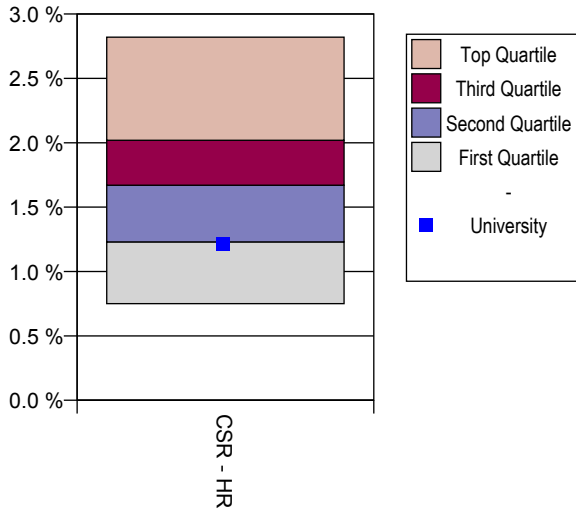
Central Human Resources Function (Non-Faculty) FTE (including Casuals)  
 Total University FTE (including Casuals)

### DEFINITION

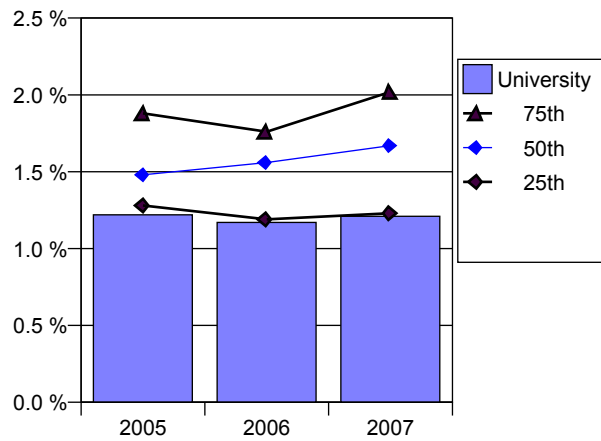
This measures staffing ratios for centralised (non-faculty) administrative functions. The Central Administration Ratio is the number Centralised HR Department Staff (FTE) as a percentage of total FTE.

This ratio can vary depending on the level & complexity of services provided, and level of centralisation/ decentralisation of the function. Any outsourcing or automation of centralised services and geographic spread of employees across campuses are among other considerations.

Graph: University Results versus Percentile Ranges



Graph: Total



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
CSR - HR	1.21 %	0.75 %	0.97 %	1.23 %	1.67 %	2.02 %	2.26 %	2.82 %	1.47 %	29

## Centralised Staffing Ratio - Payroll Staff

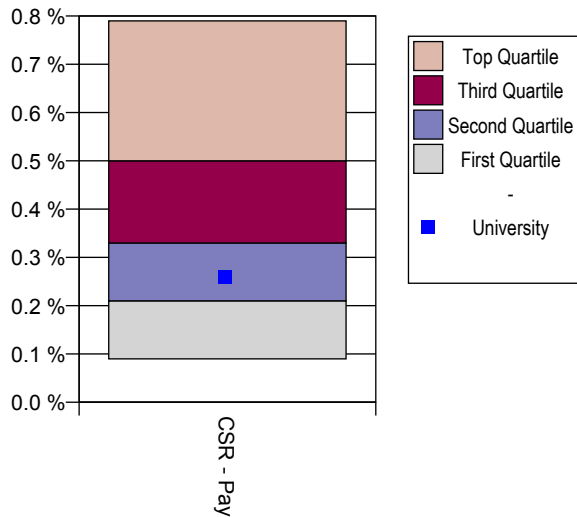
Central Payroll Function (Non-Faculty) FTE (including Casuals)  
 Total University FTE (including Casuals)

### DEFINITION

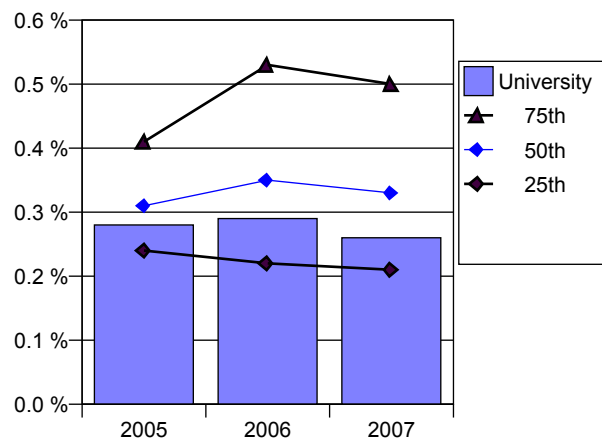
This measures staffing ratios for the centralised (non-faculty) payroll function. The Central Administration Ratios are the number Staff (FTE) performing a Centralised Payroll Staff function as a percentage of total FTE. More often than not, this will represent FTE for a department or number of departments in a division.

This ratio can vary depending on the level & complexity of services provided, and level of centralisation/ decentralisation of the function. Any outsourcing or automation of centralised services and geographic spread of employees across campuses are among other considerations.

Graph: University Results versus Percentile Ranges



Graph: Total



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
CSR - Pay	0.26 %	0.09 %	0.19 %	0.21 %	0.33 %	0.50 %	0.64 %	0.79 %	0.36 %	29

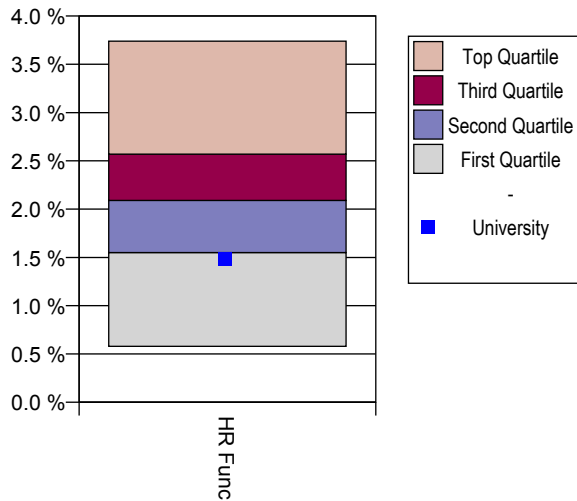
## HR Function Staffing Ratio

Human Resources function FTE  
University Employees (HEADCOUNT)

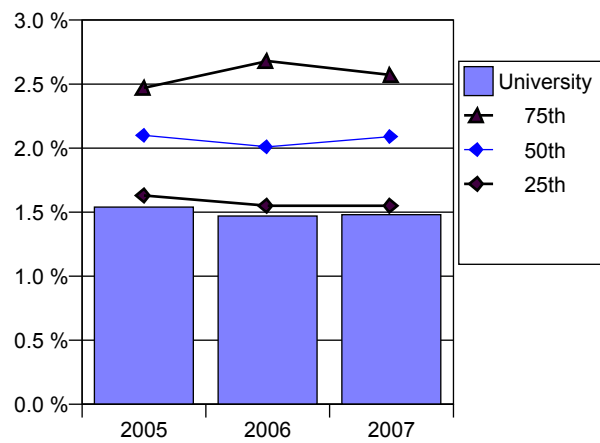
### DEFINITION

The HR Function Ratio is the number Staff (FTE) performing the HR FUNCTION as a percentage of total headcount. Total headcount is used as it is recognised that whether a staff member is employed part-time or full-time, it is likely that he/she would still require the same level of HR services. This ratio can vary depending on the level & complexity of HR services provided, level of centralisation/decentralisation of the HR function. Any outsourcing or automation of HR services and geographic spread of employees across campuses are among other considerations.

Graph: University Results versus Percentile Ranges



Graph: Total



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
HR Func	1.48 %	0.58 %	1.19 %	1.55 %	2.09 %	2.57 %	3.25 %	3.74 %	1.81 %	32

## Employment Costs as a % of Revenue

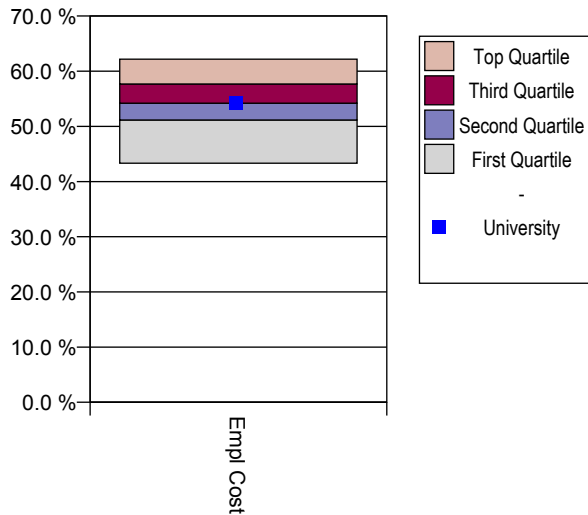
$$\frac{\text{Total Employment Costs (inc on costs)}}{\text{Total Income}}$$

### DEFINITION

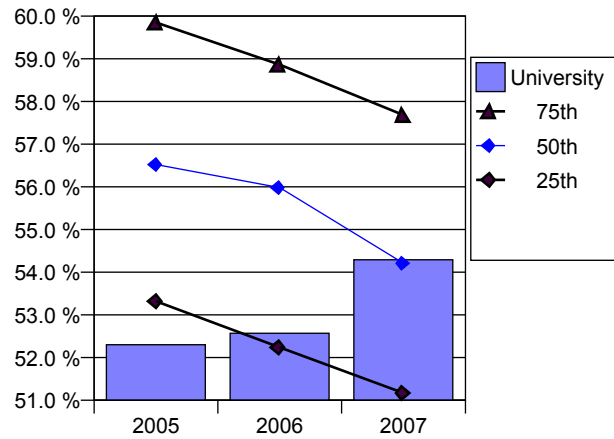
This is the total cost of ongoing employment which includes remuneration, superannuation, payroll tax, and other employee benefits and on costs as a percentage of Total Revenue.

If staff salaries require too high a percentage of expenditure from the budgets of academic organisational units, those units have less flexibility and less ability to meet other essential needs. Their capacity to reach their goals is severely constrained. Salaries expenditure as a percentage of academic unit income will generally be higher in faculties that do not require high expenditure on equipment and facilities. The indicators of health for academic organisational units are the proportion of salaries to total income and the trends in those proportions.

Graph: University Results versus Percentile Ranges



Graph: Total



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
Empl Cost	54.29 %	43.32 %	48.39 %	51.17 %	54.21 %	57.68 %	59.27 %	62.18 %	53.64 %	29

## Ratio of Fixed Term FTE to Ongoing FTE

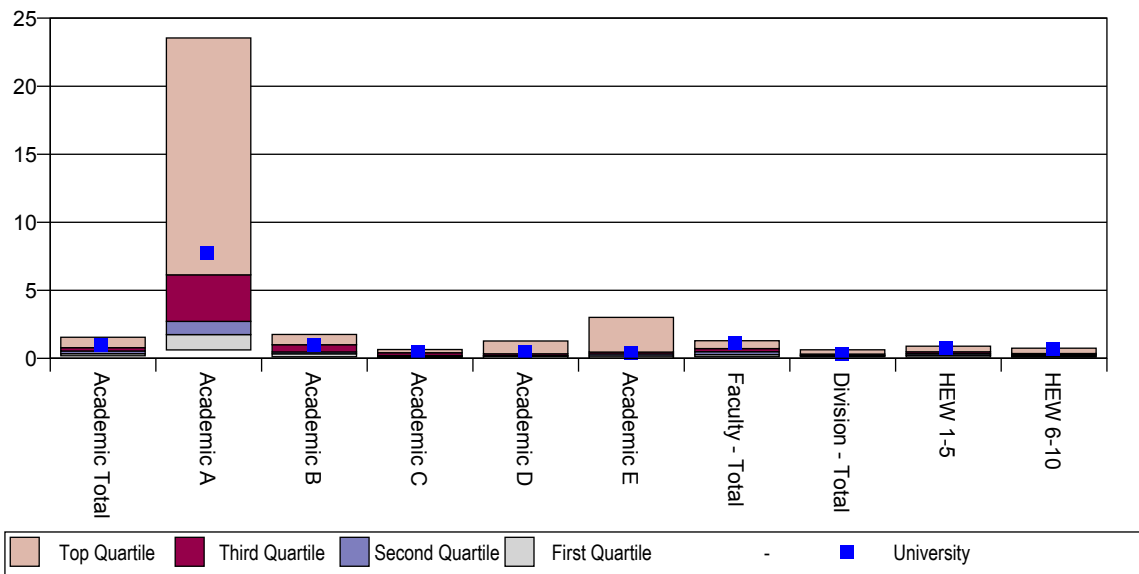
$\frac{\text{Total Fixed Term Staff FTE}}{\text{Total On Going Staff FTE}}$

### DEFINITION

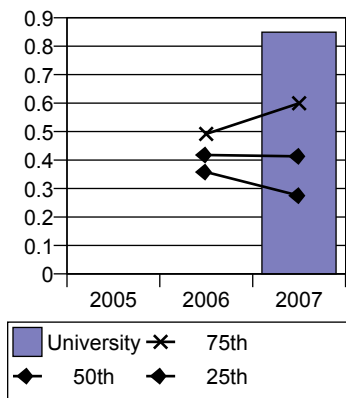
The Ratio of Fixed Term to Full Time employees provides the organisation with a profile of the employment tenure within the workforce. This ratio gives an insight into aspects such as funding sources, flexibility and stability within the workforce.

Fixed Term employment provides greater flexibility for the organisation allowing the organisation the flexibility to fill short term or project vacancies and respond to external funding. From an employee's perspective, the uncertain nature of the fixed term contract can create dissatisfaction and may lead to voluntary turnover or decreased performance.

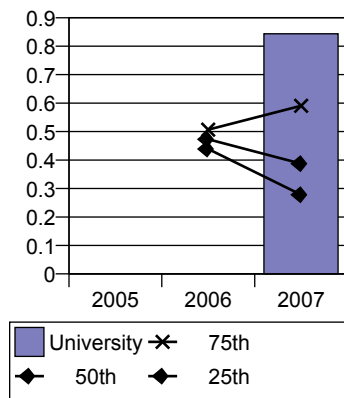
Graph: University Results versus Percentile Ranges



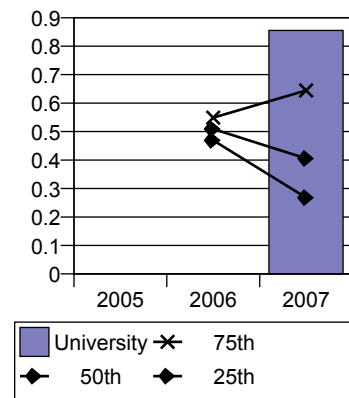
Graph: Total



Graph: Total (M)



Graph: Total (F)



## Ratio of Fixed Term FTE to Ongoing FTE

	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
<b>Total</b>	<b>0.85</b>	<b>0.16</b>	<b>0.23</b>	<b>0.27</b>	<b>0.41</b>	<b>0.60</b>	<b>0.80</b>	<b>0.85</b>	<b>0.49</b>	<b>31</b>
Total (M)	0.84	0.19	0.19	0.28	0.39	0.59	0.69	0.85	0.48	30
Total (F)	0.86	0.14	0.21	0.27	0.41	0.64	0.79	1.00	0.50	30
<b>Faculty - Total</b>	<b>1.15</b>	<b>0.12</b>	<b>0.19</b>	<b>0.28</b>	<b>0.50</b>	<b>0.72</b>	<b>0.93</b>	<b>1.30</b>	<b>0.64</b>	<b>29</b>
Faculty - Total (M)	1.05	0.07	0.17	0.27	0.48	0.59	0.83	1.32	0.59	29
Faculty - Total (F)	1.28	0.11	0.20	0.28	0.53	0.90	1.11	1.28	0.68	29
<b>Division - Total</b>	<b>0.36</b>	<b>0.12</b>	<b>0.15</b>	<b>0.18</b>	<b>0.22</b>	<b>0.32</b>	<b>0.44</b>	<b>0.63</b>	<b>0.25</b>	<b>29</b>
Division - Total (M)	0.36	0.10	0.15	0.19	0.21	0.34	0.43	0.66	0.26	29
Division - Total (F)	0.36	0.10	0.15	0.17	0.23	0.34	0.41	0.61	0.24	29
<b>Academic Total</b>	<b>0.99</b>	<b>0.19</b>	<b>0.22</b>	<b>0.35</b>	<b>0.54</b>	<b>0.79</b>	<b>1.19</b>	<b>1.56</b>	<b>0.70</b>	<b>32</b>
Academic Total (M)	0.90	0.16	0.23	0.30	0.48	0.74	0.94	1.49	0.64	31
Academic Total (F)	1.20	0.20	0.22	0.34	0.58	1.01	1.67	1.91	0.81	31
<b>Academic A</b>	<b>7.74</b>	<b>0.62</b>	<b>1.26</b>	<b>1.74</b>	<b>2.72</b>	<b>6.14</b>	<b>15.66</b>	<b>23.54</b>	<b>5.69</b>	<b>30</b>
Academic A (M)	6.58	0.54	1.04	2.32	3.71	8.54	14.32	56.07	6.70	30
Academic A (F)	9.44	0.44	1.05	1.35	2.05	6.73	14.63	20.82	4.97	30
<b>Academic B</b>	<b>0.99</b>	<b>0.12</b>	<b>0.23</b>	<b>0.34</b>	<b>0.47</b>	<b>1.00</b>	<b>1.47</b>	<b>1.76</b>	<b>0.71</b>	<b>30</b>
Academic B (M)	1.07	0.07	0.23	0.35	0.56	1.02	1.39	1.99	0.75	30
Academic B (F)	0.87	0.11	0.20	0.30	0.52	1.11	1.31	1.70	0.67	30
<b>Academic C</b>	<b>0.48</b>	<b>0.04</b>	<b>0.07</b>	<b>0.14</b>	<b>0.22</b>	<b>0.42</b>	<b>0.55</b>	<b>0.65</b>	<b>0.29</b>	<b>30</b>
Academic C (M)	0.50	0.03	0.08	0.14	0.20	0.37	0.51	0.66	0.29	30
Academic C (F)	0.45	0.00	0.08	0.10	0.23	0.45	0.49	1.00	0.30	30
<b>Academic D</b>	<b>0.48</b>	<b>0.01</b>	<b>0.05</b>	<b>0.16</b>	<b>0.20</b>	<b>0.33</b>	<b>0.44</b>	<b>1.28</b>	<b>0.25</b>	<b>30</b>
Academic D (M)	0.49	0.01	0.05	0.14	0.23	0.36	0.40	0.83	0.25	30
Academic D (F)	0.46	0.00	0.06	0.10	0.25	0.36	0.54	3.10	0.24	30
<b>Academic E</b>	<b>0.41</b>	<b>0.02</b>	<b>0.09</b>	<b>0.18</b>	<b>0.33</b>	<b>0.47</b>	<b>0.60</b>	<b>3.01</b>	<b>0.34</b>	<b>30</b>
Academic E (M)	0.45	0.02	0.06	0.18	0.30	0.46	0.64	1.74	0.34	30
Academic E (F)	0.21	0.00	0.00	0.09	0.31	0.54	0.65	2.08	0.33	30
<b>General Total</b>	<b>0.70</b>	<b>0.09</b>	<b>0.13</b>	<b>0.20</b>	<b>0.32</b>	<b>0.39</b>	<b>0.61</b>	<b>0.82</b>	<b>0.34</b>	<b>32</b>
General Total (M)	0.67	0.06	0.10	0.16	0.26	0.34	0.47	0.67	0.29	31
General Total (F)	0.72	0.10	0.15	0.21	0.34	0.46	0.65	1.00	0.37	31
<b>HEW 1-5</b>	<b>0.73</b>	<b>0.10</b>	<b>0.13</b>	<b>0.23</b>	<b>0.35</b>	<b>0.48</b>	<b>0.58</b>	<b>0.89</b>	<b>0.38</b>	<b>30</b>
HEW 1-5 (M)	0.82	0.05	0.10	0.24	0.33	0.39	0.55	0.82	0.33	30
HEW 1-5 (F)	0.70	0.11	0.14	0.22	0.36	0.52	0.59	1.00	0.40	30
<b>HEW 6-10</b>	<b>0.68</b>	<b>0.09</b>	<b>0.12</b>	<b>0.18</b>	<b>0.28</b>	<b>0.36</b>	<b>0.68</b>	<b>0.75</b>	<b>0.30</b>	<b>30</b>
HEW 6-10 (M)	0.60	0.07	0.11	0.14	0.22	0.34	0.39	0.62	0.26	30
HEW 6-10 (F)	0.74	0.08	0.11	0.18	0.28	0.44	0.74	1.07	0.34	30
<b>Senior Staff</b>	<b>3.30</b>	<b>0.00</b>	<b>0.32</b>	<b>0.52</b>	<b>1.15</b>	<b>3.28</b>	<b>8.38</b>	<b>19.60</b>	<b>1.09</b>	<b>30</b>
Senior Staff (M)	3.63	0.00	0.34	0.56	1.43	3.58	9.20	18.66	1.13	30
Senior Staff (F)	2.68	0.00	0.23	0.42	0.67	2.64	5.27	29.14	1.03	30

### Ratio of Part Time FTE to Full Time FTE

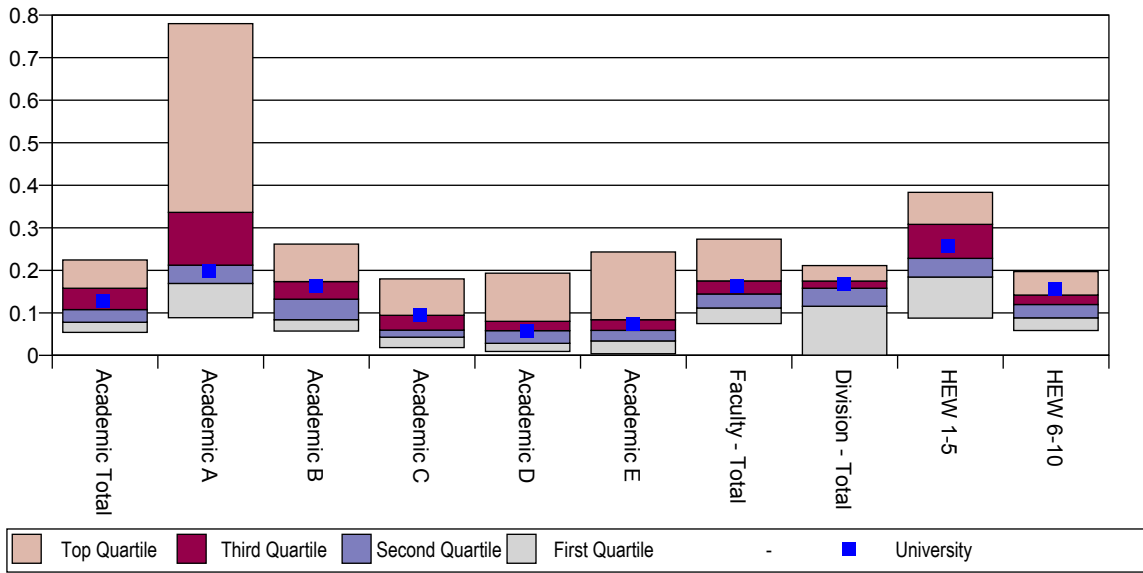
$$\frac{\text{Total Part Time Staff FTE}}{\text{Total Full Time Staff FTE}}$$

**DEFINITION**

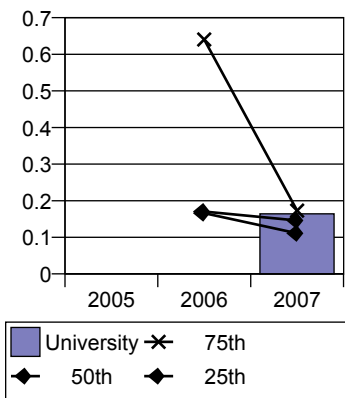
The Ratio of Part Time to Full Time employees provides the organisation with a profile of the employment status within the workforce. This ratio gives an insight into aspects such as work life balance and flexibility within the workforce.

The delineation between classifications and gender can reflect issues surrounding equity and work life balance.

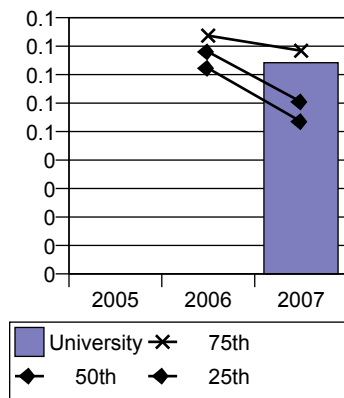
**Graph: University Results versus Percentile Ranges**



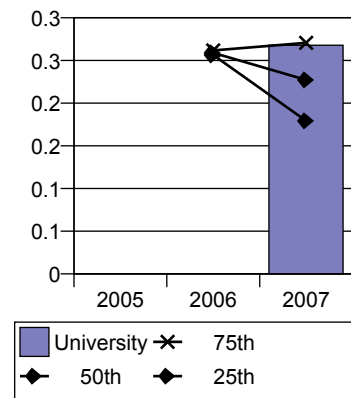
**Graph: Total**



**Graph: Total (M)**



**Graph: Total (F)**



## Ratio of Part Time FTE to Full Time FTE

	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
<b>Total</b>	<b>0.16</b>	<b>0.07</b>	<b>0.10</b>	<b>0.11</b>	<b>0.15</b>	<b>0.17</b>	<b>0.20</b>	<b>0.24</b>	<b>0.15</b>	<b>29</b>
Total (M)	0.07	0.03	0.05	0.05	0.06	0.08	0.10	0.11	0.07	29
Total (F)	0.27	0.09	0.13	0.18	0.23	0.27	0.33	0.38	0.24	29
<b>Faculty - Total</b>	<b>0.16</b>	<b>0.07</b>	<b>0.09</b>	<b>0.11</b>	<b>0.14</b>	<b>0.18</b>	<b>0.22</b>	<b>0.27</b>	<b>0.16</b>	<b>28</b>
Faculty - Total (M)	0.08	0.04	0.05	0.06	0.07	0.09	0.12	0.13	0.08	28
Faculty - Total (F)	0.28	0.11	0.13	0.18	0.23	0.27	0.35	0.42	0.24	28
<b>Division - Total</b>	<b>0.17</b>	<b>0.00</b>	<b>0.11</b>	<b>0.12</b>	<b>0.16</b>	<b>0.17</b>	<b>0.19</b>	<b>0.21</b>	<b>0.14</b>	<b>28</b>
Division - Total (M)	0.06	0.00	0.03	0.04	0.05	0.06	0.07	0.08	0.05	28
Division - Total (F)	0.25	0.00	0.15	0.18	0.23	0.28	0.29	0.32	0.22	28
<b>Academic Total</b>	<b>0.13</b>	<b>0.05</b>	<b>0.07</b>	<b>0.08</b>	<b>0.11</b>	<b>0.16</b>	<b>0.19</b>	<b>0.22</b>	<b>0.13</b>	<b>31</b>
Academic Total (M)	0.09	0.03	0.05	0.05	0.06	0.09	0.11	0.14	0.08	30
Academic Total (F)	0.22	0.07	0.10	0.12	0.18	0.24	0.31	0.34	0.21	30
<b>Academic A</b>	<b>0.20</b>	<b>0.09</b>	<b>0.11</b>	<b>0.17</b>	<b>0.21</b>	<b>0.34</b>	<b>0.51</b>	<b>0.78</b>	<b>0.21</b>	<b>29</b>
Academic A (M)	0.12	0.00	0.05	0.09	0.12	0.17	0.30	1.01	0.11	29
Academic A (F)	0.29	0.13	0.17	0.21	0.31	0.53	0.86	0.99	0.32	29
<b>Academic B</b>	<b>0.16</b>	<b>0.06</b>	<b>0.07</b>	<b>0.08</b>	<b>0.13</b>	<b>0.17</b>	<b>0.23</b>	<b>0.26</b>	<b>0.15</b>	<b>29</b>
Academic B (M)	0.10	0.02	0.03	0.05	0.07	0.09	0.12	0.18	0.08	29
Academic B (F)	0.27	0.07	0.10	0.13	0.20	0.27	0.35	0.39	0.23	29
<b>Academic C</b>	<b>0.09</b>	<b>0.02</b>	<b>0.03</b>	<b>0.04</b>	<b>0.06</b>	<b>0.09</b>	<b>0.16</b>	<b>0.18</b>	<b>0.09</b>	<b>29</b>
Academic C (M)	0.08	0.01	0.02	0.03	0.05	0.08	0.11	0.13	0.07	29
Academic C (F)	0.13	0.00	0.04	0.06	0.09	0.14	0.25	0.32	0.13	29
<b>Academic D</b>	<b>0.06</b>	<b>0.01</b>	<b>0.01</b>	<b>0.03</b>	<b>0.06</b>	<b>0.08</b>	<b>0.11</b>	<b>0.19</b>	<b>0.07</b>	<b>29</b>
Academic D (M)	0.05	0.00	0.01	0.02	0.05	0.08	0.10	0.19	0.06	29
Academic D (F)	0.08	0.00	0.00	0.01	0.09	0.13	0.19	0.32	0.11	29
<b>Academic E</b>	<b>0.07</b>	<b>0.00</b>	<b>0.03</b>	<b>0.03</b>	<b>0.06</b>	<b>0.08</b>	<b>0.14</b>	<b>0.24</b>	<b>0.07</b>	<b>29</b>
Academic E (M)	0.07	0.00	0.01	0.04	0.07	0.10	0.13	0.38	0.08	29
Academic E (F)	0.11	0.00	0.00	0.00	0.04	0.11	0.21	0.43	0.06	29
<b>General Total</b>	<b>0.20</b>	<b>0.07</b>	<b>0.12</b>	<b>0.14</b>	<b>0.18</b>	<b>0.21</b>	<b>0.24</b>	<b>0.30</b>	<b>0.18</b>	<b>31</b>
General Total (M)	0.06	0.02	0.04	0.04	0.06	0.08	0.09	0.12	0.06	30
General Total (F)	0.30	0.09	0.15	0.20	0.25	0.30	0.34	0.43	0.26	30
<b>HEW 1-5</b>	<b>0.26</b>	<b>0.09</b>	<b>0.17</b>	<b>0.18</b>	<b>0.23</b>	<b>0.31</b>	<b>0.32</b>	<b>0.38</b>	<b>0.24</b>	<b>29</b>
HEW 1-5 (M)	0.09	0.03	0.04	0.06	0.09	0.14	0.17	0.21	0.09	29
HEW 1-5 (F)	0.33	0.11	0.19	0.24	0.30	0.38	0.42	0.50	0.31	29
<b>HEW 6-10</b>	<b>0.16</b>	<b>0.06</b>	<b>0.08</b>	<b>0.09</b>	<b>0.12</b>	<b>0.14</b>	<b>0.16</b>	<b>0.20</b>	<b>0.12</b>	<b>29</b>
HEW 6-10 (M)	0.05	0.01	0.02	0.03	0.04	0.05	0.07	0.10	0.04	29
HEW 6-10 (F)	0.26	0.08	0.12	0.16	0.19	0.22	0.27	0.30	0.20	29
<b>Senior Staff</b>	<b>0.01</b>	<b>0.00</b>	<b>0.00</b>	<b>0.01</b>	<b>0.03</b>	<b>0.04</b>	<b>0.08</b>	<b>0.11</b>	<b>0.03</b>	<b>29</b>
Senior Staff (M)	0.01	0.00	0.00	0.00	0.02	0.03	0.03	0.06	0.02	29
Senior Staff (F)	0.00	0.00	0.00	0.00	0.04	0.10	0.19	0.80	0.06	29

## Female Participation

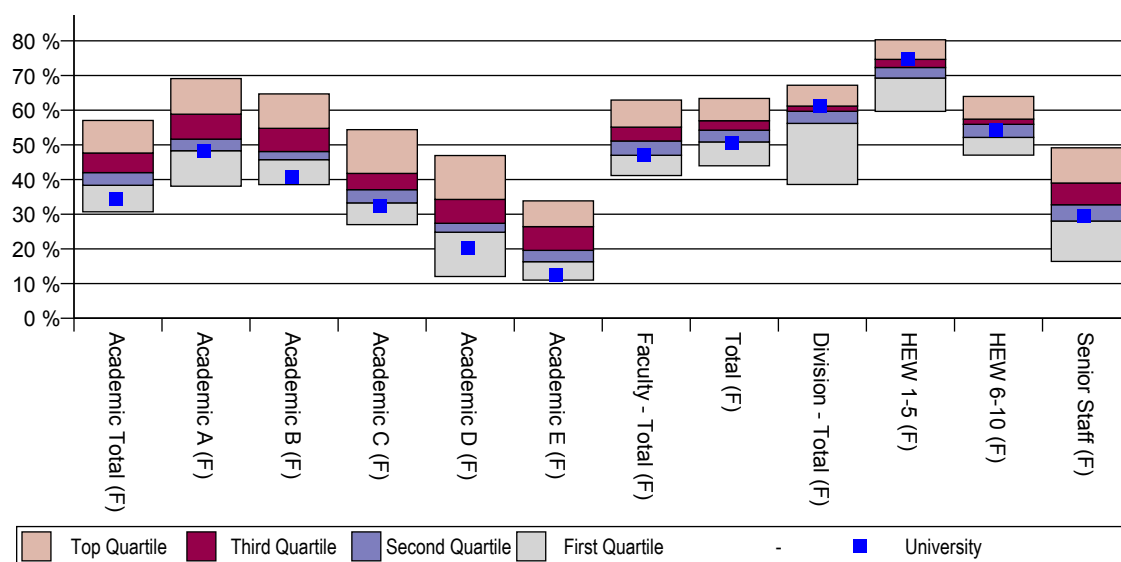
Total Female FTE

Total Staff FTE

### DEFINITION

The female participation rate demonstrates the gender balance within the workforce, which can be used to measure the effectiveness of equity activities within the organisation.

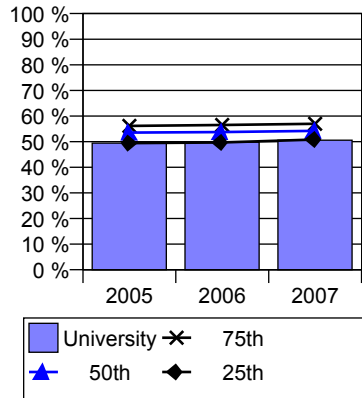
While this is useful across the organisation as a whole, it is more pertinent when the focus is on a smaller workforce group, such as faculties or senior staff, where there may be a specific focus on equal opportunity for women in the workplace.



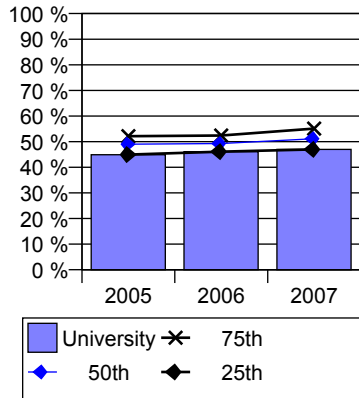
	Min	10th	25th	50th	75th	90th	Max	Avg	Sample	
<b>Total</b>	50.55 %	43.95 %	49.60 %	50.84 %	54.23 %	56.95 %	59.53 %	63.38 %	53.27 %	34
<b>Faculty - Total</b>	47.00 %	41.15 %	45.73 %	46.99 %	51.13 %	55.12 %	56.52 %	62.91 %	50.35 %	32
<b>Division - Total</b>	61.18 %	38.57 %	53.51 %	56.20 %	59.69 %	61.19 %	63.76 %	67.20 %	58.14 %	32
<b>Academic Total</b>	34.44 %	30.70 %	35.13 %	38.35 %	42.02 %	47.67 %	49.26 %	57.02 %	41.20 %	34
Academic A	48.31 %	38.07 %	44.59 %	48.31 %	51.65 %	58.84 %	61.65 %	69.10 %	52.29 %	33
Academic B	40.80 %	38.53 %	43.25 %	45.74 %	48.07 %	54.75 %	58.71 %	64.69 %	48.52 %	33
Academic C	32.22 %	26.99 %	29.34 %	33.26 %	37.07 %	41.77 %	45.36 %	54.38 %	37.56 %	33
Academic D	20.19 %	12.04 %	21.55 %	24.83 %	27.39 %	34.28 %	41.48 %	46.93 %	27.87 %	33
Academic E	12.63 %	11.03 %	13.83 %	16.31 %	19.57 %	26.44 %	32.47 %	33.86 %	19.81 %	33
<b>General Total</b>	64.55 %	54.35 %	60.01 %	62.40 %	64.63 %	66.70 %	68.48 %	70.01 %	63.30 %	34
HEW 1-5	74.74 %	59.64 %	66.04 %	69.27 %	72.29 %	74.66 %	76.72 %	80.28 %	70.82 %	33
HEW 6-10	54.40 %	47.03 %	49.43 %	52.16 %	55.92 %	57.41 %	62.99 %	63.97 %	55.60 %	33
<b>Senior Staff</b>	29.41 %	16.38 %	22.88 %	28.05 %	32.74 %	39.02 %	43.06 %	49.17 %	33.93 %	34

## Female Participation

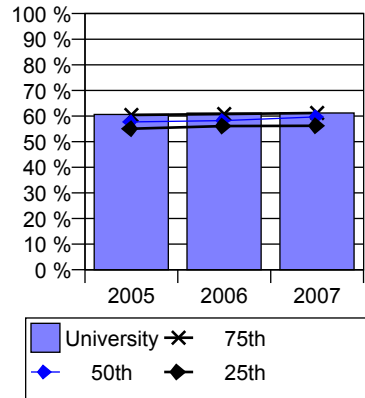
Graph: Total (F)



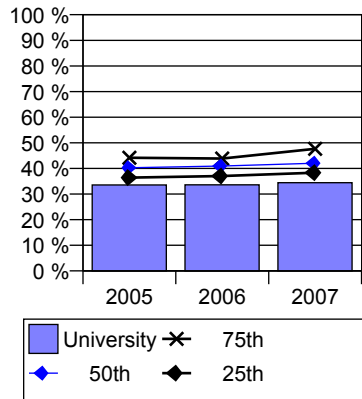
Graph: Faculty - Total (F)



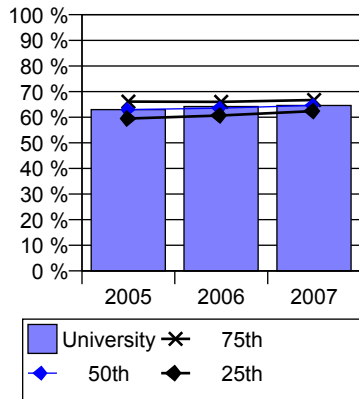
Graph: Division - Total (F)



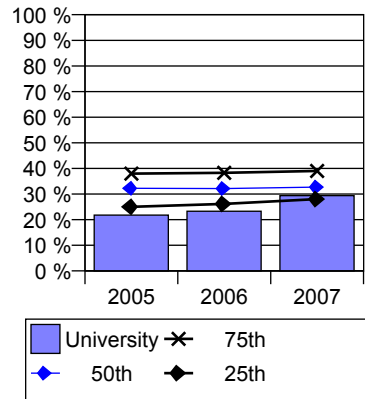
Graph: Academic Total (F)



Graph: General Total (F)



Graph: Senior Staff (F)



## Total Turnover

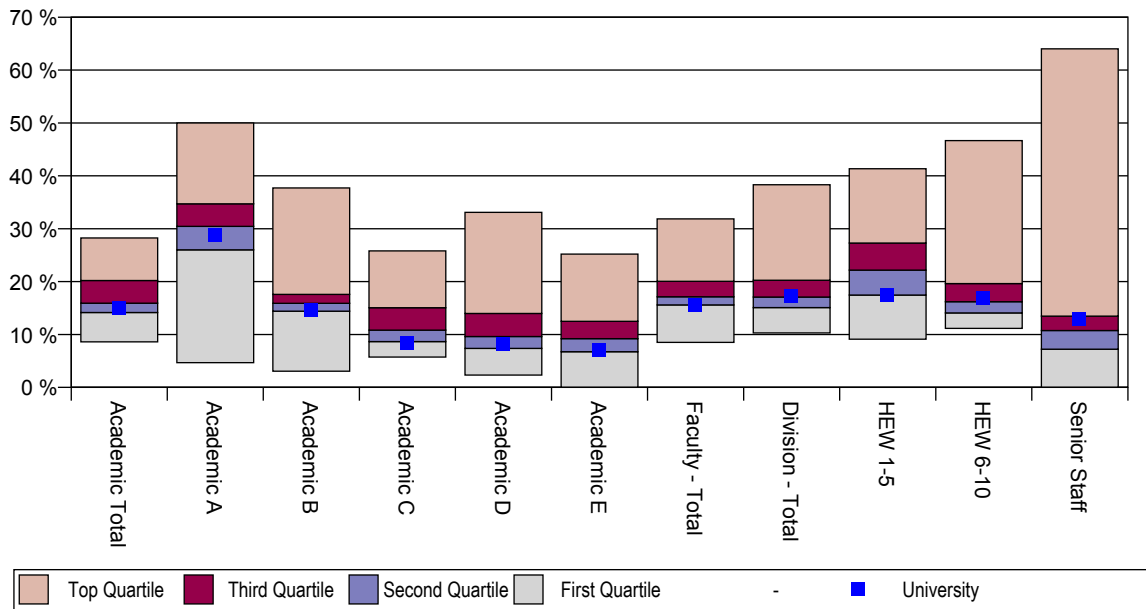
Total Separations (HEADCOUNT)  
University Employees (HEADCOUNT)

### DEFINITION

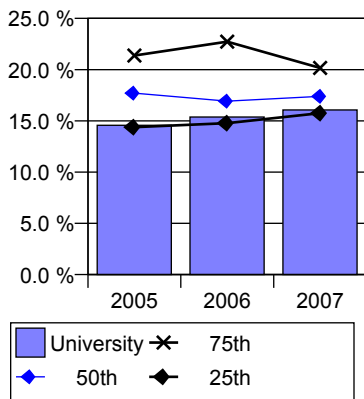
Total Turnover Rate is the percentage of ongoing and fixed-term staff who ceased working for the University, resulting from voluntary and involuntary separations and fixed term contract expiration. The purpose of this index is to measure total staff turnover. This is an important index to monitor as it demonstrates the total loss of skills from the University due to turnover.

High turnover represents a loss of skills and a significant cost to the University. However, low turnover may have additional affects that may impact on the dynamics of the organisation's workforce, such as resistance to change, reduced introduction of new ideas, and limiting career paths for key staff.

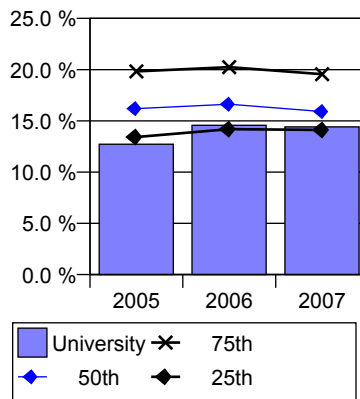
Graph: University Results versus Percentile Ranges



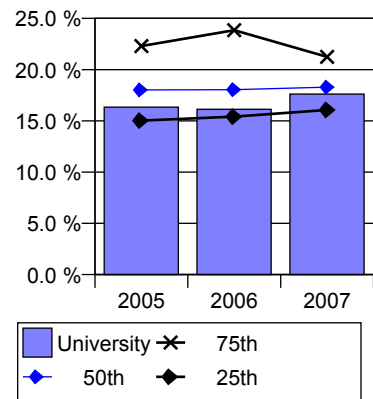
Graph: Total



Graph: Total (M)



Graph: Total (F)



## Total Turnover

	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
<b>Total</b>	<b>16.07 %</b>	<b>6.89 %</b>	<b>12.67 %</b>	<b>15.75 %</b>	<b>17.39 %</b>	<b>20.17 %</b>	<b>26.68 %</b>	<b>32.61 %</b>	<b>17.68 %</b>	<b>35</b>
Total (M)	14.41 %	9.92 %	12.56 %	14.11 %	15.91 %	19.55 %	22.59 %	27.86 %	16.89 %	34
Total (F)	17.61 %	9.07 %	13.99 %	16.07 %	18.29 %	21.24 %	30.16 %	38.36 %	19.71 %	34

<b>Faculty - Total</b>	<b>15.60 %</b>	<b>8.50 %</b>	<b>11.72 %</b>	<b>15.60 %</b>	<b>17.14 %</b>	<b>20.05 %</b>	<b>26.35 %</b>	<b>31.86 %</b>	<b>18.44 %</b>	<b>31</b>
Faculty - Total (M)	14.56 %	8.53 %	10.50 %	13.31 %	15.92 %	19.94 %	23.35 %	28.14 %	16.88 %	31
Faculty - Total (F)	16.74 %	7.40 %	12.11 %	16.64 %	18.21 %	21.93 %	30.17 %	35.31 %	19.87 %	31
<b>Division - Total</b>	<b>17.31 %</b>	<b>10.31 %</b>	<b>12.82 %</b>	<b>15.09 %</b>	<b>17.08 %</b>	<b>20.25 %</b>	<b>25.27 %</b>	<b>38.32 %</b>	<b>17.97 %</b>	<b>31</b>
Division - Total (M)	13.84 %	7.55 %	10.92 %	13.67 %	15.40 %	18.68 %	24.76 %	34.36 %	16.51 %	31
Division - Total (F)	19.37 %	9.41 %	13.41 %	15.73 %	18.99 %	21.52 %	23.96 %	44.33 %	18.92 %	31

<b>Academic Total</b>	<b>14.93 %</b>	<b>8.61 %</b>	<b>9.89 %</b>	<b>14.15 %</b>	<b>15.93 %</b>	<b>20.22 %</b>	<b>22.18 %</b>	<b>28.25 %</b>	<b>16.49 %</b>	<b>34</b>
Academic Total (M)	13.97 %	8.24 %	10.56 %	13.14 %	15.79 %	17.69 %	21.48 %	28.36 %	15.74 %	34
Academic Total (F)	16.66 %	8.02 %	9.35 %	13.69 %	17.46 %	20.02 %	24.23 %	36.25 %	17.51 %	34
<b>Academic A</b>	<b>28.79 %</b>	<b>4.69 %</b>	<b>15.95 %</b>	<b>26.02 %</b>	<b>30.44 %</b>	<b>34.70 %</b>	<b>48.09 %</b>	<b>50.00 %</b>	<b>31.33 %</b>	<b>33</b>
Academic A (M)	32.47 %	10.34 %	13.37 %	22.86 %	32.47 %	38.83 %	45.04 %	75.00 %	33.44 %	33
Academic A (F)	25.09 %	0.00 %	17.34 %	22.50 %	29.62 %	34.21 %	49.25 %	55.27 %	29.56 %	33
<b>Academic B</b>	<b>14.61 %</b>	<b>3.06 %</b>	<b>8.62 %</b>	<b>14.41 %</b>	<b>15.89 %</b>	<b>17.59 %</b>	<b>24.87 %</b>	<b>37.72 %</b>	<b>15.90 %</b>	<b>33</b>
Academic B (M)	13.33 %	4.67 %	11.15 %	13.20 %	15.53 %	19.83 %	25.51 %	32.02 %	15.84 %	33
Academic B (F)	16.35 %	1.12 %	5.81 %	13.16 %	16.20 %	18.50 %	24.14 %	45.18 %	15.96 %	33
<b>Academic C</b>	<b>8.48 %</b>	<b>5.74 %</b>	<b>7.73 %</b>	<b>8.65 %</b>	<b>10.82 %</b>	<b>15.07 %</b>	<b>17.50 %</b>	<b>25.81 %</b>	<b>11.19 %</b>	<b>33</b>
Academic C (M)	8.72 %	3.45 %	6.08 %	7.52 %	11.32 %	15.08 %	16.83 %	21.43 %	11.40 %	33
Academic C (F)	7.98 %	0.00 %	5.81 %	7.56 %	11.81 %	14.43 %	24.17 %	66.67 %	10.85 %	33
<b>Academic D</b>	<b>8.16 %</b>	<b>2.33 %</b>	<b>5.31 %</b>	<b>7.38 %</b>	<b>9.62 %</b>	<b>13.99 %</b>	<b>24.21 %</b>	<b>33.09 %</b>	<b>9.80 %</b>	<b>33</b>
Academic D (M)	7.66 %	0.00 %	5.22 %	7.66 %	10.09 %	13.33 %	23.34 %	40.00 %	10.15 %	33
Academic D (F)	10.17 %	0.00 %	0.66 %	5.00 %	7.94 %	13.89 %	31.79 %	52.77 %	8.87 %	33
<b>Academic E</b>	<b>7.02 %</b>	<b>0.00 %</b>	<b>5.04 %</b>	<b>6.74 %</b>	<b>9.22 %</b>	<b>12.50 %</b>	<b>19.29 %</b>	<b>25.21 %</b>	<b>8.58 %</b>	<b>33</b>
Academic E (M)	7.26 %	0.00 %	3.22 %	6.96 %	9.80 %	14.00 %	19.01 %	25.00 %	8.73 %	33
Academic E (F)	5.41 %	0.00 %	0.00 %	0.00 %	7.34 %	10.00 %	27.43 %	50.00 %	7.92 %	33

<b>General Total</b>	<b>17.14 %</b>	<b>10.19 %</b>	<b>15.11 %</b>	<b>15.81 %</b>	<b>19.17 %</b>	<b>23.79 %</b>	<b>31.59 %</b>	<b>38.70 %</b>	<b>20.24 %</b>	<b>34</b>
General Total (M)	15.48 %	10.85 %	12.70 %	15.28 %	17.16 %	22.43 %	27.02 %	33.18 %	18.85 %	34
General Total (F)	17.99 %	9.37 %	14.73 %	16.16 %	20.04 %	23.78 %	33.24 %	43.46 %	20.98 %	34
<b>HEW 1-5</b>	<b>17.44 %</b>	<b>9.11 %</b>	<b>15.25 %</b>	<b>17.47 %</b>	<b>22.19 %</b>	<b>27.30 %</b>	<b>35.26 %</b>	<b>41.35 %</b>	<b>23.22 %</b>	<b>33</b>
HEW 1-5 (M)	16.26 %	7.74 %	14.16 %	16.26 %	21.54 %	27.19 %	32.45 %	40.60 %	22.87 %	33
HEW 1-5 (F)	17.81 %	7.98 %	15.38 %	17.94 %	22.36 %	27.97 %	36.65 %	43.55 %	23.35 %	33
<b>HEW 6-10</b>	<b>16.84 %</b>	<b>11.15 %</b>	<b>13.05 %</b>	<b>14.09 %</b>	<b>16.19 %</b>	<b>19.64 %</b>	<b>23.60 %</b>	<b>46.67 %</b>	<b>17.05 %</b>	<b>33</b>
HEW 6-10 (M)	15.04 %	10.81 %	11.44 %	13.16 %	14.95 %	19.64 %	22.12 %	37.50 %	16.10 %	33
HEW 6-10 (F)	18.24 %	10.00 %	12.93 %	13.68 %	16.84 %	20.70 %	24.14 %	55.56 %	17.77 %	33

<b>Senior Staff</b>	<b>12.95 %</b>	<b>0.00 %</b>	<b>4.37 %</b>	<b>7.23 %</b>	<b>10.75 %</b>	<b>13.49 %</b>	<b>20.54 %</b>	<b>64.00 %</b>	<b>11.41 %</b>	<b>34</b>
Senior Staff (M)	10.15 %	0.00 %	1.04 %	5.22 %	9.53 %	14.18 %	18.87 %	53.33 %	11.16 %	34
Senior Staff (F)	19.75 %	0.00 %	0.00 %	6.59 %	11.88 %	18.37 %	30.11 %	86.10 %	11.89 %	34

## Voluntary Employee Initiated Turnover

Employee-Initiated Separations (Headcount)

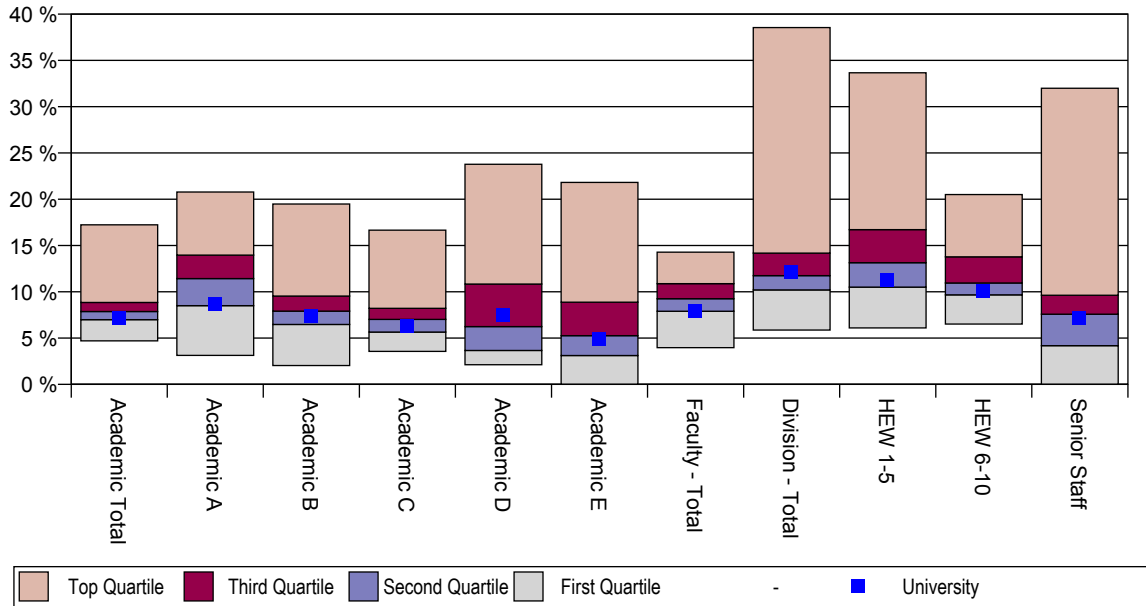
University Employees (Headcount)

### DEFINITION

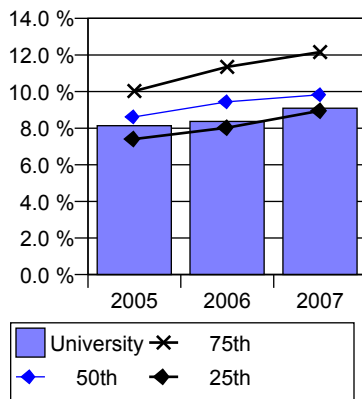
Voluntary Employee-Initiated Turnover Rate is the percentage of ongoing and fixed-term staff who voluntarily initiated their separation from the University. This does not include redundancies (voluntary or involuntary). This is an important index to monitor as it reflects workforce stability and the unplanned loss of skills. This unplanned loss can result in significant costs such as reduced productivity and the costs of rehiring and training.

However, it can also represent an opportunity to introduce new skills and facilitate change in the workplace. Due to the costs resulting from voluntary turnover, and the limits it places on universities from meeting their strategic objectives, a lower result is desirable. High turnover should prompt further analysis. However, if turnover is continually and significantly low, the university may reflect upon any impact this has on innovation, regeneration and succession in the workforce.

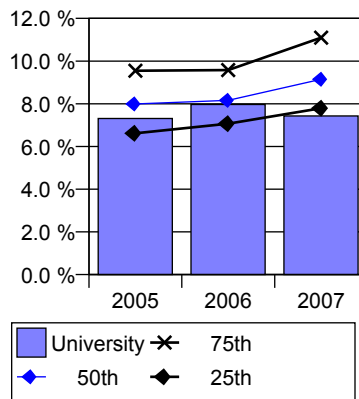
Graph: University Results versus Percentile Ranges



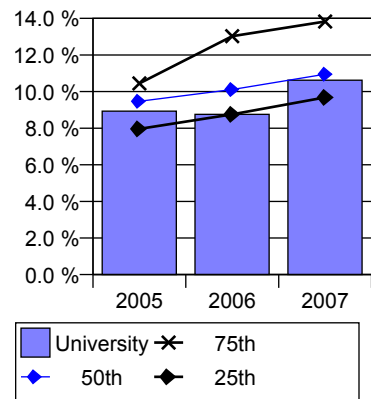
Graph: Total



Graph: Total (M)



Graph: Total (F)



## Voluntary Employee Initiated Turnover

	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
<b>Total</b>	<b>9.09 %</b>	<b>5.99 %</b>	<b>8.59 %</b>	<b>8.95 %</b>	<b>9.83 %</b>	<b>12.16 %</b>	<b>14.17 %</b>	<b>23.44 %</b>	<b>10.67 %</b>	<b>34</b>
Total (M)	7.43 %	5.82 %	6.96 %	7.79 %	9.15 %	11.10 %	11.92 %	19.60 %	9.40 %	34
Total (F)	10.62 %	6.12 %	8.97 %	9.68 %	10.95 %	13.83 %	16.13 %	25.91 %	11.71 %	34

<b>Faculty - Total</b>	<b>7.92 %</b>	<b>3.97 %</b>	<b>7.63 %</b>	<b>7.91 %</b>	<b>9.26 %</b>	<b>10.89 %</b>	<b>12.99 %</b>	<b>14.28 %</b>	<b>9.25 %</b>	<b>31</b>
Faculty - Total (M)	6.90 %	3.25 %	5.64 %	7.09 %	8.48 %	9.49 %	10.09 %	11.68 %	7.84 %	31
Faculty - Total (F)	9.03 %	3.95 %	7.54 %	8.90 %	10.00 %	12.93 %	15.81 %	16.86 %	10.55 %	31
<b>Division - Total</b>	<b>12.14 %</b>	<b>5.87 %</b>	<b>7.53 %</b>	<b>10.21 %</b>	<b>11.75 %</b>	<b>14.18 %</b>	<b>16.40 %</b>	<b>38.55 %</b>	<b>12.90 %</b>	<b>31</b>
Division - Total (M)	9.34 %	0.00 %	6.40 %	9.17 %	10.95 %	14.32 %	15.97 %	44.56 %	12.61 %	31
Division - Total (F)	13.81 %	5.86 %	8.87 %	10.04 %	12.02 %	14.63 %	16.67 %	33.98 %	13.08 %	31

<b>Academic Total</b>	<b>7.18 %</b>	<b>4.70 %</b>	<b>6.63 %</b>	<b>7.00 %</b>	<b>7.88 %</b>	<b>8.85 %</b>	<b>10.61 %</b>	<b>17.24 %</b>	<b>8.02 %</b>	<b>34</b>
Academic Total (M)	6.99 %	4.79 %	5.26 %	6.77 %	7.74 %	9.17 %	10.33 %	14.60 %	7.72 %	34
Academic Total (F)	7.53 %	4.19 %	5.26 %	7.02 %	8.17 %	9.55 %	12.26 %	19.91 %	8.42 %	34
<b>Academic A</b>	<b>8.67 %</b>	<b>3.13 %</b>	<b>6.55 %</b>	<b>8.51 %</b>	<b>11.43 %</b>	<b>13.97 %</b>	<b>16.49 %</b>	<b>20.79 %</b>	<b>12.28 %</b>	<b>33</b>
Academic A (M)	8.98 %	0.00 %	4.36 %	6.90 %	11.16 %	15.00 %	19.93 %	25.00 %	13.10 %	33
Academic A (F)	8.36 %	0.00 %	6.61 %	7.50 %	10.53 %	14.29 %	17.82 %	25.25 %	11.60 %	33
<b>Academic B</b>	<b>7.44 %</b>	<b>2.04 %</b>	<b>5.93 %</b>	<b>6.48 %</b>	<b>7.92 %</b>	<b>9.55 %</b>	<b>12.09 %</b>	<b>19.49 %</b>	<b>7.92 %</b>	<b>33</b>
Academic B (M)	6.90 %	2.30 %	4.48 %	6.25 %	7.90 %	11.07 %	13.49 %	22.17 %	8.06 %	33
Academic B (F)	8.18 %	1.12 %	4.25 %	6.29 %	7.89 %	9.73 %	11.60 %	25.34 %	7.78 %	33
<b>Academic C</b>	<b>6.27 %</b>	<b>3.57 %</b>	<b>4.32 %</b>	<b>5.65 %</b>	<b>7.02 %</b>	<b>8.22 %</b>	<b>11.56 %</b>	<b>16.67 %</b>	<b>6.70 %</b>	<b>33</b>
Academic C (M)	6.54 %	1.50 %	3.78 %	4.42 %	6.10 %	8.62 %	10.95 %	15.38 %	6.40 %	33
Academic C (F)	5.70 %	0.00 %	4.60 %	5.29 %	6.25 %	11.17 %	18.88 %	50.00 %	7.18 %	33
<b>Academic D</b>	<b>7.48 %</b>	<b>2.13 %</b>	<b>2.69 %</b>	<b>3.66 %</b>	<b>6.25 %</b>	<b>10.84 %</b>	<b>14.71 %</b>	<b>23.78 %</b>	<b>6.01 %</b>	<b>33</b>
Academic D (M)	6.81 %	0.00 %	2.23 %	3.69 %	4.82 %	11.11 %	13.13 %	31.03 %	5.83 %	33
Academic D (F)	10.17 %	0.00 %	0.00 %	2.30 %	5.56 %	10.75 %	19.00 %	52.77 %	6.47 %	33
<b>Academic E</b>	<b>4.91 %</b>	<b>0.00 %</b>	<b>1.48 %</b>	<b>3.12 %</b>	<b>5.26 %</b>	<b>8.89 %</b>	<b>14.67 %</b>	<b>21.82 %</b>	<b>5.43 %</b>	<b>33</b>
Academic E (M)	5.65 %	0.00 %	0.19 %	2.50 %	5.65 %	9.80 %	13.58 %	19.05 %	5.36 %	33
Academic E (F)	0.00 %	0.00 %	0.00 %	0.00 %	3.67 %	8.99 %	27.43 %	50.00 %	5.68 %	33

<b>General Total</b>	<b>10.72 %</b>	<b>6.84 %</b>	<b>8.97 %</b>	<b>10.60 %</b>	<b>11.97 %</b>	<b>14.89 %</b>	<b>17.56 %</b>	<b>27.56 %</b>	<b>12.78 %</b>	<b>34</b>
General Total (M)	8.43 %	4.12 %	7.79 %	9.67 %	11.09 %	13.85 %	15.08 %	26.07 %	11.66 %	34
General Total (F)	11.89 %	6.98 %	8.98 %	10.51 %	13.15 %	15.93 %	18.67 %	28.25 %	13.39 %	34
<b>HEW 1-5</b>	<b>11.32 %</b>	<b>6.10 %</b>	<b>8.90 %</b>	<b>10.51 %</b>	<b>13.15 %</b>	<b>16.72 %</b>	<b>19.95 %</b>	<b>33.67 %</b>	<b>14.07 %</b>	<b>33</b>
HEW 1-5 (M)	8.67 %	3.49 %	7.13 %	10.19 %	12.65 %	14.38 %	16.85 %	29.06 %	12.87 %	33
HEW 1-5 (F)	12.16 %	6.42 %	8.60 %	10.91 %	13.25 %	17.65 %	21.97 %	35.59 %	14.52 %	33
<b>HEW 6-10</b>	<b>10.10 %</b>	<b>6.52 %</b>	<b>8.13 %</b>	<b>9.67 %</b>	<b>10.96 %</b>	<b>13.78 %</b>	<b>15.67 %</b>	<b>20.51 %</b>	<b>11.40 %</b>	<b>33</b>
HEW 6-10 (M)	8.29 %	4.76 %	7.10 %	8.46 %	10.91 %	13.22 %	15.10 %	21.74 %	10.83 %	33
HEW 6-10 (F)	11.52 %	6.97 %	8.18 %	9.55 %	11.58 %	14.20 %	15.67 %	22.22 %	11.83 %	33

<b>Senior Staff</b>	<b>7.19 %</b>	<b>0.00 %</b>	<b>0.91 %</b>	<b>4.19 %</b>	<b>7.58 %</b>	<b>9.63 %</b>	<b>15.48 %</b>	<b>32.00 %</b>	<b>7.74 %</b>	<b>34</b>
Senior Staff (M)	4.06 %	0.00 %	0.00 %	3.00 %	6.62 %	8.93 %	17.17 %	26.67 %	7.30 %	34
Senior Staff (F)	14.81 %	0.00 %	0.00 %	2.66 %	8.74 %	14.47 %	26.52 %	86.10 %	8.57 %	34

## Voluntary University Initiated Turnover

Employer-Initiated Voluntary Separations (HEADCOUNT)

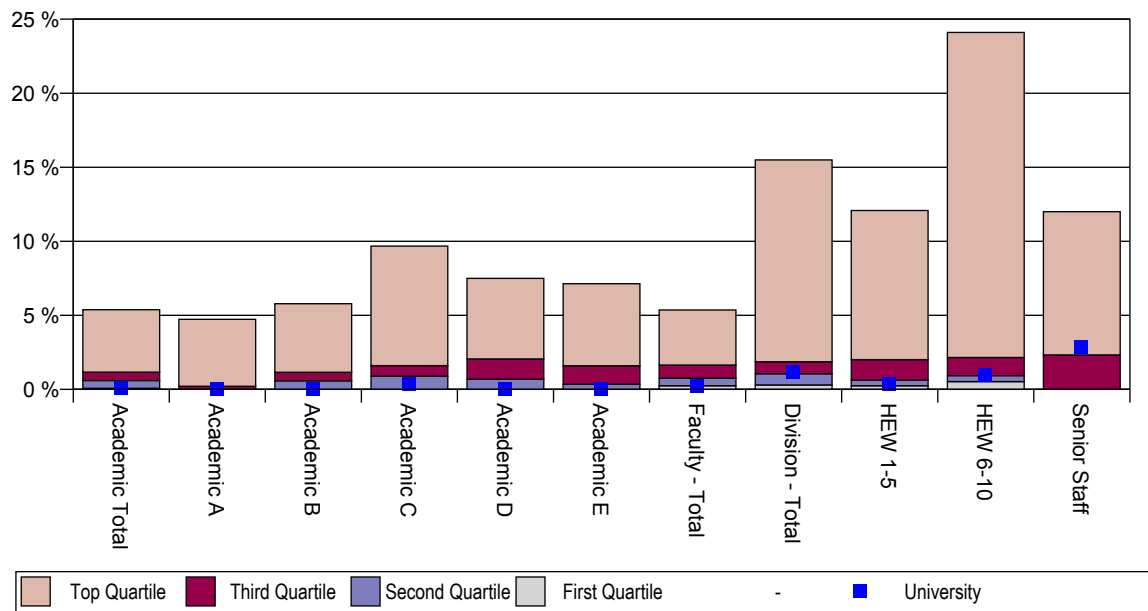
University Employees (Headcount)

### DEFINITION

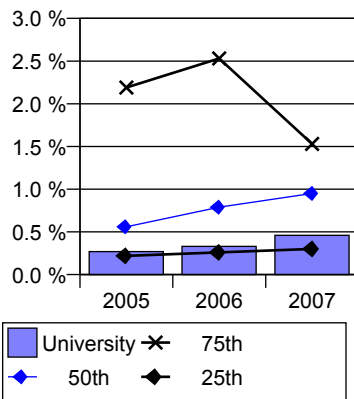
Voluntary University-Initiated Turnover Rate is the percentage of ongoing and fixed-term staff who ceased working for the University by taking a voluntary redundancy or an early retirement package during the year. The purpose of this index is to measure the extent of University initiatives to reduce the size of the workforce, on a voluntary basis. This is an important index to monitor as it demonstrates the effect of University efforts to rationalise the workforce.

As this measure is dependent on University strategy, there is no 'desired' level. However, continually and significantly high results can indicate ineffective workforce planning.

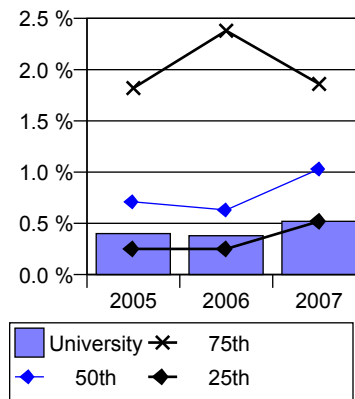
Graph: University Results versus Percentile Ranges



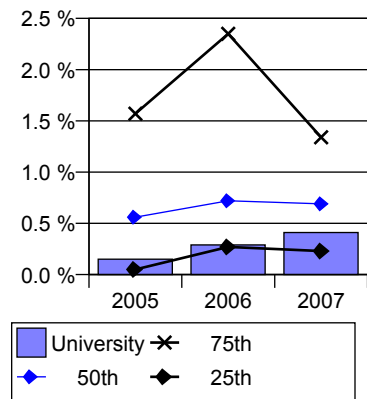
Graph: Total



Graph: Total (M)



Graph: Total (F)



## Voluntary University Initiated Turnover

	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
<b>Total</b>	<b>0.46 %</b>	<b>0.00 %</b>	<b>0.02 %</b>	<b>0.30 %</b>	<b>0.95 %</b>	<b>1.53 %</b>	<b>2.56 %</b>	<b>9.83 %</b>	<b>1.19 %</b>	<b>33</b>
<i>Total (M)</i>	0.52 %	0.00 %	0.00 %	0.52 %	1.03 %	1.86 %	2.57 %	7.03 %	1.26 %	33
<i>Total (F)</i>	0.41 %	0.00 %	0.00 %	0.23 %	0.69 %	1.34 %	2.75 %	12.07 %	1.13 %	33

<b>Faculty - Total</b>	<b>0.20 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.25 %</b>	<b>0.75 %</b>	<b>1.64 %</b>	<b>3.50 %</b>	<b>5.36 %</b>	<b>0.99 %</b>	<b>30</b>
<i>Faculty - Total (M)</i>	0.38 %	0.00 %	0.00 %	0.42 %	1.12 %	2.13 %	3.11 %	5.21 %	1.16 %	30
<i>Faculty - Total (F)</i>	0.00 %	0.00 %	0.00 %	0.03 %	0.57 %	1.26 %	3.47 %	7.66 %	0.83 %	30
<b>Division - Total</b>	<b>1.16 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.30 %</b>	<b>1.06 %</b>	<b>1.87 %</b>	<b>3.08 %</b>	<b>15.49 %</b>	<b>1.59 %</b>	<b>30</b>
<i>Division - Total (M)</i>	1.04 %	0.00 %	0.00 %	0.30 %	1.06 %	1.64 %	3.32 %	12.73 %	1.46 %	30
<i>Division - Total (F)</i>	1.24 %	0.00 %	0.00 %	0.13 %	1.02 %	2.11 %	3.75 %	17.73 %	1.68 %	30

<b>Academic Total</b>	<b>0.08 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.08 %</b>	<b>0.60 %</b>	<b>1.17 %</b>	<b>2.97 %</b>	<b>5.38 %</b>	<b>0.92 %</b>	<b>33</b>
<i>Academic Total (M)</i>	0.13 %	0.00 %	0.00 %	0.00 %	0.76 %	1.96 %	2.96 %	6.31 %	1.15 %	33
<i>Academic Total (F)</i>	0.00 %	0.00 %	0.00 %	0.00 %	0.21 %	0.69 %	2.43 %	4.29 %	0.61 %	33
<b>Academic A</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.21 %</b>	<b>2.63 %</b>	<b>4.73 %</b>	<b>0.36 %</b>	<b>31</b>
<i>Academic A (M)</i>	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	2.86 %	7.24 %	0.49 %	31
<i>Academic A (F)</i>	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	1.48 %	5.03 %	0.25 %	31
<b>Academic B</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.58 %</b>	<b>1.16 %</b>	<b>3.14 %</b>	<b>5.79 %</b>	<b>1.01 %</b>	<b>31</b>
<i>Academic B (M)</i>	0.00 %	0.00 %	0.00 %	0.00 %	0.91 %	1.97 %	2.83 %	7.19 %	1.26 %	31
<i>Academic B (F)</i>	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.61 %	3.13 %	5.78 %	0.76 %	31
<b>Academic C</b>	<b>0.37 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.89 %</b>	<b>1.61 %</b>	<b>4.48 %</b>	<b>9.68 %</b>	<b>1.18 %</b>	<b>31</b>
<i>Academic C (M)</i>	0.54 %	0.00 %	0.00 %	0.00 %	1.22 %	2.49 %	4.85 %	8.93 %	1.54 %	31
<i>Academic C (F)</i>	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.37 %	1.74 %	16.67 %	0.58 %	31
<b>Academic D</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.69 %</b>	<b>2.06 %</b>	<b>2.91 %</b>	<b>7.50 %</b>	<b>1.11 %</b>	<b>31</b>
<i>Academic D (M)</i>	0.00 %	0.00 %	0.00 %	0.00 %	0.72 %	1.34 %	3.39 %	8.82 %	1.24 %	31
<i>Academic D (F)</i>	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	2.56 %	12.50 %	0.77 %	31
<b>Academic E</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.35 %</b>	<b>1.60 %</b>	<b>1.97 %</b>	<b>7.14 %</b>	<b>1.05 %</b>	<b>31</b>
<i>Academic E (M)</i>	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	1.63 %	2.50 %	8.33 %	1.01 %	31
<i>Academic E (F)</i>	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	3.67 %	9.09 %	1.25 %	31

<b>General Total</b>	<b>0.66 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.39 %</b>	<b>0.84 %</b>	<b>2.03 %</b>	<b>2.46 %</b>	<b>17.17 %</b>	<b>1.38 %</b>	<b>33</b>
<i>General Total (M)</i>	0.78 %	0.00 %	0.00 %	0.34 %	1.09 %	2.00 %	2.87 %	14.12 %	1.39 %	33
<i>General Total (F)</i>	0.60 %	0.00 %	0.00 %	0.23 %	0.68 %	1.69 %	3.02 %	19.08 %	1.37 %	33
<b>HEW 1-5</b>	<b>0.39 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.25 %</b>	<b>0.63 %</b>	<b>2.01 %</b>	<b>2.98 %</b>	<b>12.08 %</b>	<b>1.18 %</b>	<b>32</b>
<i>HEW 1-5 (M)</i>	0.00 %	0.00 %	0.00 %	0.00 %	0.54 %	1.76 %	4.19 %	11.11 %	1.22 %	32
<i>HEW 1-5 (F)</i>	0.51 %	0.00 %	0.00 %	0.11 %	0.57 %	1.41 %	3.55 %	12.50 %	1.16 %	32
<b>HEW 6-10</b>	<b>0.94 %</b>	<b>0.00 %</b>	<b>0.03 %</b>	<b>0.53 %</b>	<b>0.93 %</b>	<b>2.16 %</b>	<b>3.30 %</b>	<b>24.10 %</b>	<b>1.62 %</b>	<b>32</b>
<i>HEW 6-10 (M)</i>	1.23 %	0.00 %	0.00 %	0.41 %	1.17 %	1.94 %	3.19 %	16.67 %	1.53 %	32
<i>HEW 6-10 (F)</i>	0.72 %	0.00 %	0.00 %	0.37 %	0.97 %	2.12 %	3.44 %	31.31 %	1.68 %	32

<b>Senior Staff</b>	<b>2.88 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>2.33 %</b>	<b>3.13 %</b>	<b>12.00 %</b>	<b>1.41 %</b>	<b>33</b>
<i>Senior Staff (M)</i>	4.06 %	0.00 %	0.00 %	0.00 %	0.00 %	2.17 %	4.04 %	13.01 %	1.34 %	33
<i>Senior Staff (F)</i>	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	3.81 %	20.00 %	1.54 %	33

## Involuntary University Initiated Turnover

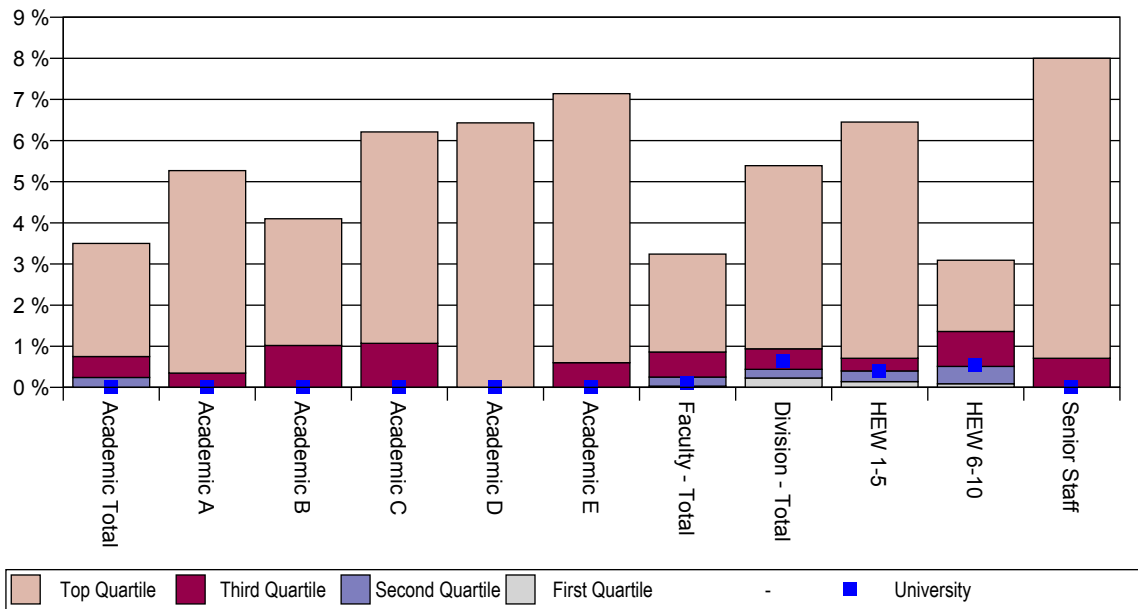
Involuntary University-Initiated Separations (HEADCOUNT)

University Employees (HEADCOUNT)

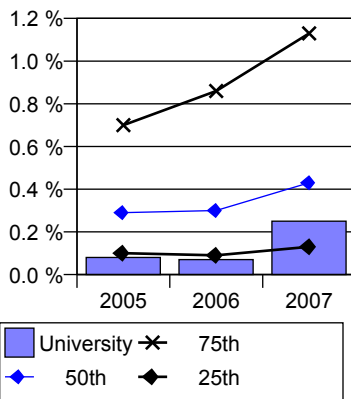
### DEFINITION

Involuntary Turnover Rate is the percentage of ongoing and fixed-term staff who were either dismissed or made redundant by the University during the year. This is an important measure to monitor, as it provides an indication of the effectiveness of selection, training, performance management and workforce planning. This measure is dependent on the University's situation and objectives. However, continual and high amounts of involuntary turnover can reflect poor recruitment and selection and/or training of employees and poor workforce planning. However, continually low involuntary turnover can indicate ineffective performance management systems.

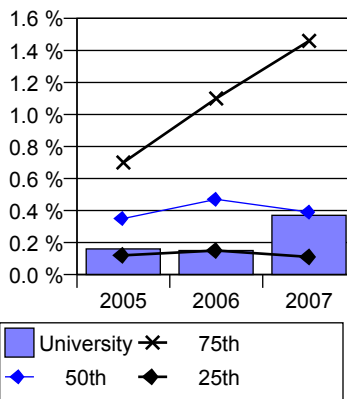
Graph: University Results versus Percentile Ranges



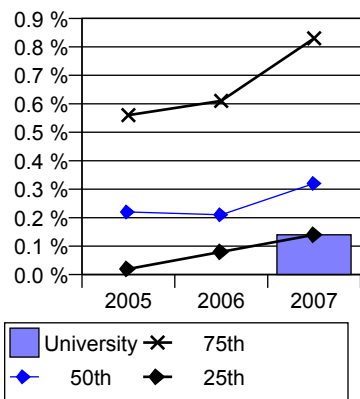
Graph: Total



Graph: Total (M)



Graph: Total (F)



## Involuntary University Initiated Turnover

	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
<b>Total</b>	<b>0.25 %</b>	<b>0.00 %</b>	<b>0.05 %</b>	<b>0.13 %</b>	<b>0.43 %</b>	<b>1.13 %</b>	<b>1.84 %</b>	<b>3.32 %</b>	<b>0.79 %</b>	<b>34</b>
<i>Total (M)</i>	<i>0.37 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.11 %</i>	<i>0.39 %</i>	<i>1.46 %</i>	<i>2.35 %</i>	<i>2.85 %</i>	<i>0.80 %</i>	<i>34</i>
<i>Total (F)</i>	<i>0.14 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.14 %</i>	<i>0.32 %</i>	<i>0.83 %</i>	<i>2.06 %</i>	<i>3.96 %</i>	<i>0.79 %</i>	<i>34</i>

<b>Faculty - Total</b>	<b>0.10 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.03 %</b>	<b>0.25 %</b>	<b>0.86 %</b>	<b>2.08 %</b>	<b>3.24 %</b>	<b>0.70 %</b>	<b>31</b>
<i>Faculty - Total (M)</i>	<i>0.19 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.03 %</i>	<i>0.29 %</i>	<i>1.00 %</i>	<i>2.12 %</i>	<i>4.06 %</i>	<i>0.78 %</i>	<i>31</i>
<i>Faculty - Total (F)</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.23 %</i>	<i>0.65 %</i>	<i>1.66 %</i>	<i>3.28 %</i>	<i>0.62 %</i>	<i>31</i>
<b>Division - Total</b>	<b>0.65 %</b>	<b>0.00 %</b>	<b>0.05 %</b>	<b>0.23 %</b>	<b>0.44 %</b>	<b>0.94 %</b>	<b>3.26 %</b>	<b>5.39 %</b>	<b>1.00 %</b>	<b>31</b>
<i>Division - Total (M)</i>	<i>1.04 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.06 %</i>	<i>0.72 %</i>	<i>1.11 %</i>	<i>2.47 %</i>	<i>3.62 %</i>	<i>0.86 %</i>	<i>31</i>
<i>Division - Total (F)</i>	<i>0.41 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.19 %</i>	<i>0.36 %</i>	<i>0.82 %</i>	<i>3.36 %</i>	<i>6.92 %</i>	<i>1.08 %</i>	<i>31</i>

<b>Academic Total</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.24 %</b>	<b>0.75 %</b>	<b>1.92 %</b>	<b>3.50 %</b>	<b>0.64 %</b>	<b>34</b>
<i>Academic Total (M)</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.27 %</i>	<i>1.04 %</i>	<i>2.43 %</i>	<i>5.22 %</i>	<i>0.77 %</i>	<i>34</i>
<i>Academic Total (F)</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.57 %</i>	<i>1.32 %</i>	<i>2.91 %</i>	<i>0.47 %</i>	<i>34</i>
<b>Academic A</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.35 %</b>	<b>1.14 %</b>	<b>5.27 %</b>	<b>0.37 %</b>	<b>32</b>
<i>Academic A (M)</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.31 %</i>	<i>1.82 %</i>	<i>7.82 %</i>	<i>0.48 %</i>	<i>32</i>
<i>Academic A (F)</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.95 %</i>	<i>2.66 %</i>	<i>0.27 %</i>	<i>32</i>
<b>Academic B</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>1.02 %</b>	<b>2.03 %</b>	<b>4.10 %</b>	<b>0.67 %</b>	<b>32</b>
<i>Academic B (M)</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.78 %</i>	<i>2.70 %</i>	<i>8.70 %</i>	<i>0.79 %</i>	<i>32</i>
<i>Academic B (F)</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.59 %</i>	<i>1.45 %</i>	<i>3.90 %</i>	<i>0.55 %</i>	<i>32</i>
<b>Academic C</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>1.07 %</b>	<b>2.34 %</b>	<b>6.21 %</b>	<b>0.88 %</b>	<b>32</b>
<i>Academic C (M)</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>1.20 %</i>	<i>2.40 %</i>	<i>7.41 %</i>	<i>0.97 %</i>	<i>32</i>
<i>Academic C (F)</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.11 %</i>	<i>2.33 %</i>	<i>6.40 %</i>	<i>0.73 %</i>	<i>32</i>
<b>Academic D</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>2.31 %</b>	<b>6.43 %</b>	<b>0.79 %</b>	<b>32</b>
<i>Academic D (M)</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>2.58 %</i>	<i>8.57 %</i>	<i>0.92 %</i>	<i>32</i>
<i>Academic D (F)</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>1.56 %</i>	<i>16.67 %</i>	<i>0.47 %</i>	<i>32</i>
<b>Academic E</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.60 %</b>	<b>2.85 %</b>	<b>7.14 %</b>	<b>0.53 %</b>	<b>32</b>
<i>Academic E (M)</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.80 %</i>	<i>3.12 %</i>	<i>8.33 %</i>	<i>0.63 %</i>	<i>32</i>
<i>Academic E (F)</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>3.85 %</i>	<i>0.15 %</i>	<i>32</i>

<b>General Total</b>	<b>0.46 %</b>	<b>0.00 %</b>	<b>0.01 %</b>	<b>0.18 %</b>	<b>0.46 %</b>	<b>1.10 %</b>	<b>2.82 %</b>	<b>4.47 %</b>	<b>0.92 %</b>	<b>34</b>
<i>General Total (M)</i>	<i>0.98 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.02 %</i>	<i>0.49 %</i>	<i>1.13 %</i>	<i>2.50 %</i>	<i>3.49 %</i>	<i>0.85 %</i>	<i>34</i>
<i>General Total (F)</i>	<i>0.20 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.21 %</i>	<i>0.34 %</i>	<i>0.93 %</i>	<i>2.72 %</i>	<i>5.45 %</i>	<i>0.95 %</i>	<i>34</i>
<b>HEW 1-5</b>	<b>0.39 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.14 %</b>	<b>0.40 %</b>	<b>0.71 %</b>	<b>3.27 %</b>	<b>6.45 %</b>	<b>0.96 %</b>	<b>33</b>
<i>HEW 1-5 (M)</i>	<i>0.54 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.34 %</i>	<i>0.92 %</i>	<i>2.60 %</i>	<i>4.14 %</i>	<i>0.82 %</i>	<i>33</i>
<i>HEW 1-5 (F)</i>	<i>0.34 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.42 %</i>	<i>0.72 %</i>	<i>3.07 %</i>	<i>7.05 %</i>	<i>1.01 %</i>	<i>33</i>
<b>HEW 6-10</b>	<b>0.54 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.09 %</b>	<b>0.51 %</b>	<b>1.36 %</b>	<b>2.36 %</b>	<b>3.09 %</b>	<b>0.85 %</b>	<b>33</b>
<i>HEW 6-10 (M)</i>	<i>1.23 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.61 %</i>	<i>1.26 %</i>	<i>2.64 %</i>	<i>3.85 %</i>	<i>0.84 %</i>	<i>33</i>
<i>HEW 6-10 (F)</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.43 %</i>	<i>0.97 %</i>	<i>2.14 %</i>	<i>4.25 %</i>	<i>0.86 %</i>	<i>33</i>

<b>Senior Staff</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.71 %</b>	<b>2.61 %</b>	<b>8.00 %</b>	<b>0.62 %</b>	<b>33</b>
<i>Senior Staff (M)</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>1.02 %</i>	<i>2.03 %</i>	<i>6.67 %</i>	<i>0.67 %</i>	<i>33</i>
<i>Senior Staff (F)</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>0.00 %</i>	<i>10.00 %</i>	<i>0.53 %</i>	<i>33</i>

## Fixed Term Contract Expiration

Separations by Contract Expiry (HEADCOUNT)

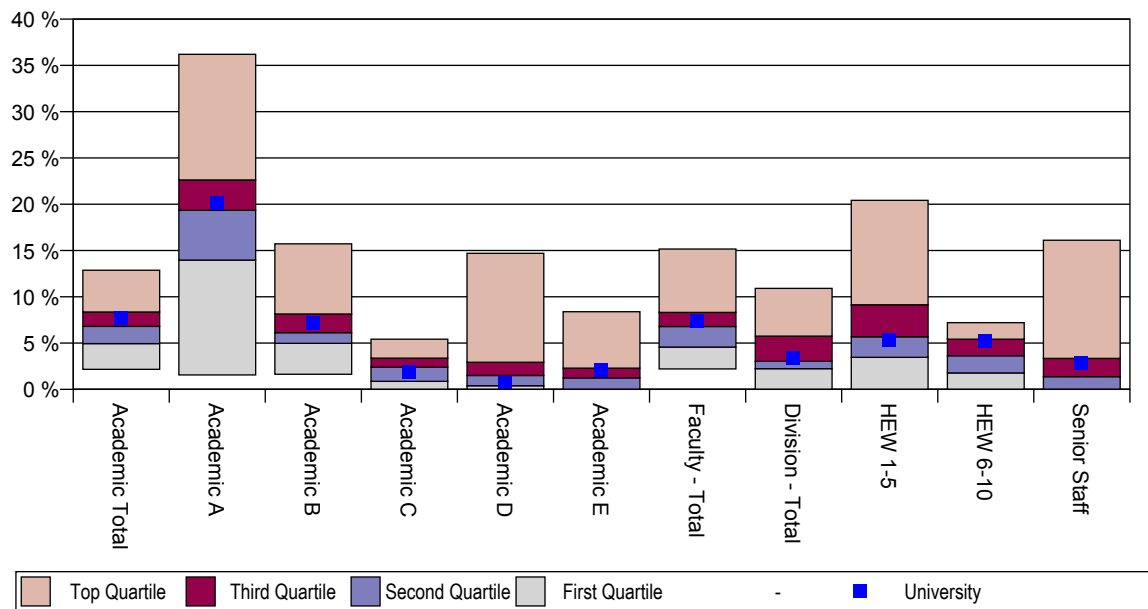
University Employees (HEADCOUNT)

### DEFINITION

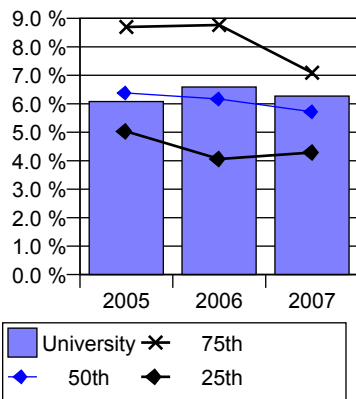
This measure indicates the proportion of staff that have left the University due to the expiration of a fixed-term contract.

A high result for this measure can indicate a large number of short-term projects, therefore requiring skills for a fixed amount of time. In this instance a high result would not be of concern. However, a high result in this index indicates a loss of skills, that possibly could have been utilised within the University. A low result can indicate a minimal presence of fixed term staff. Alternatively, this may indicate a higher frequency of renewal of contracts. In this situation, it is important to question whether the nature of the work and the impact of serial fixed-term contracts on staff retention and performance.

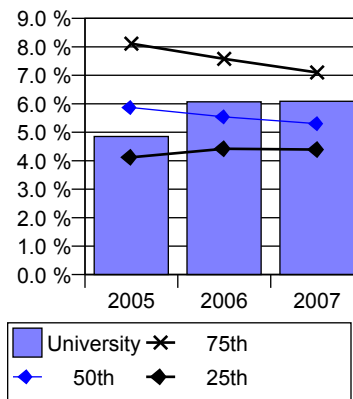
Graph: University Results versus Percentile Ranges



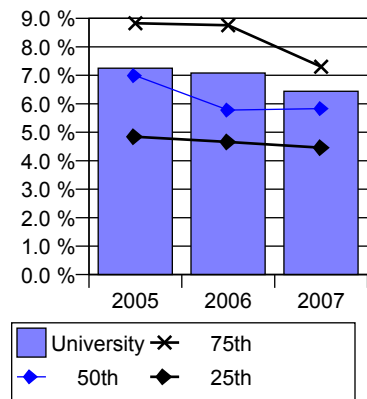
Graph: Total



Graph: Total (M)



Graph: Total (F)



## Fixed Term Contract Expiration

	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
<b>Total</b>	<b>6.27 %</b>	<b>2.12 %</b>	<b>3.28 %</b>	<b>4.29 %</b>	<b>5.72 %</b>	<b>7.09 %</b>	<b>9.15 %</b>	<b>13.48 %</b>	<b>6.05 %</b>	<b>34</b>
<i>Total (M)</i>	6.09 %	1.88 %	3.23 %	4.39 %	5.30 %	7.10 %	8.25 %	10.44 %	5.65 %	34
<i>Total (F)</i>	6.44 %	1.83 %	3.31 %	4.46 %	5.83 %	7.30 %	10.19 %	15.90 %	6.38 %	34

<b>Faculty - Total</b>	<b>7.38 %</b>	<b>2.21 %</b>	<b>3.48 %</b>	<b>4.58 %</b>	<b>6.80 %</b>	<b>8.32 %</b>	<b>10.86 %</b>	<b>15.17 %</b>	<b>7.19 %</b>	<b>31</b>
<i>Faculty - Total (M)</i>	7.09 %	2.08 %	3.66 %	4.60 %	5.96 %	7.71 %	9.88 %	13.27 %	6.69 %	31
<i>Faculty - Total (F)</i>	7.70 %	2.07 %	3.93 %	5.28 %	7.10 %	8.43 %	12.22 %	16.92 %	7.65 %	31
<b>Division - Total</b>	<b>3.36 %</b>	<b>0.00 %</b>	<b>1.80 %</b>	<b>2.24 %</b>	<b>3.04 %</b>	<b>5.75 %</b>	<b>7.32 %</b>	<b>10.91 %</b>	<b>3.80 %</b>	<b>31</b>
<i>Division - Total (M)</i>	2.42 %	0.00 %	1.37 %	2.06 %	2.89 %	4.16 %	8.57 %	15.27 %	3.23 %	31
<i>Division - Total (F)</i>	3.92 %	0.00 %	1.37 %	2.33 %	3.38 %	6.20 %	8.52 %	12.36 %	4.18 %	31

<b>Academic Total</b>	<b>7.67 %</b>	<b>2.17 %</b>	<b>3.37 %</b>	<b>4.95 %</b>	<b>6.81 %</b>	<b>8.36 %</b>	<b>10.81 %</b>	<b>12.87 %</b>	<b>7.19 %</b>	<b>34</b>
<i>Academic Total (M)</i>	6.86 %	1.97 %	3.66 %	4.45 %	5.79 %	7.61 %	10.20 %	11.94 %	6.33 %	34
<i>Academic Total (F)</i>	9.13 %	2.27 %	3.39 %	5.68 %	7.94 %	9.65 %	11.77 %	16.11 %	8.35 %	34
<b>Academic A</b>	<b>20.12 %</b>	<b>1.56 %</b>	<b>10.22 %</b>	<b>13.97 %</b>	<b>19.34 %</b>	<b>22.63 %</b>	<b>33.14 %</b>	<b>36.21 %</b>	<b>19.19 %</b>	<b>33</b>
<i>Academic A (M)</i>	23.49 %	3.45 %	8.26 %	14.33 %	20.45 %	25.00 %	30.13 %	60.00 %	20.30 %	33
<i>Academic A (F)</i>	16.72 %	0.00 %	10.18 %	13.54 %	17.22 %	22.22 %	35.73 %	40.91 %	18.25 %	33
<b>Academic B</b>	<b>7.17 %</b>	<b>1.64 %</b>	<b>2.66 %</b>	<b>4.98 %</b>	<b>6.13 %</b>	<b>8.15 %</b>	<b>10.07 %</b>	<b>15.73 %</b>	<b>6.67 %</b>	<b>33</b>
<i>Academic B (M)</i>	6.44 %	1.56 %	2.40 %	3.85 %	6.16 %	7.78 %	10.24 %	14.29 %	6.20 %	33
<i>Academic B (F)</i>	8.18 %	0.65 %	2.72 %	4.07 %	7.14 %	9.09 %	10.48 %	17.63 %	7.14 %	33
<b>Academic C</b>	<b>1.84 %</b>	<b>0.00 %</b>	<b>0.14 %</b>	<b>0.87 %</b>	<b>2.40 %</b>	<b>3.38 %</b>	<b>4.12 %</b>	<b>5.43 %</b>	<b>2.42 %</b>	<b>33</b>
<i>Academic C (M)</i>	1.63 %	0.00 %	0.00 %	0.75 %	1.93 %	3.57 %	4.04 %	4.39 %	2.44 %	33
<i>Academic C (F)</i>	2.28 %	0.00 %	0.00 %	0.00 %	1.70 %	4.12 %	6.12 %	14.29 %	2.39 %	33
<b>Academic D</b>	<b>0.68 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.40 %</b>	<b>1.51 %</b>	<b>2.93 %</b>	<b>5.08 %</b>	<b>14.71 %</b>	<b>1.89 %</b>	<b>33</b>
<i>Academic D (M)</i>	0.85 %	0.00 %	0.00 %	0.00 %	1.63 %	3.95 %	6.34 %	17.86 %	2.09 %	33
<i>Academic D (F)</i>	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	1.89 %	5.68 %	16.67 %	1.39 %	33
<b>Academic E</b>	<b>2.11 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>1.25 %</b>	<b>2.30 %</b>	<b>5.08 %</b>	<b>8.40 %</b>	<b>1.59 %</b>	<b>33</b>
<i>Academic E (M)</i>	1.61 %	0.00 %	0.00 %	0.00 %	1.29 %	2.35 %	6.27 %	11.90 %	1.70 %	33
<i>Academic E (F)</i>	5.41 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	3.64 %	10.00 %	1.14 %	33

<b>General Total</b>	<b>5.29 %</b>	<b>0.00 %</b>	<b>2.27 %</b>	<b>2.97 %</b>	<b>5.32 %</b>	<b>7.40 %</b>	<b>9.01 %</b>	<b>15.51 %</b>	<b>5.41 %</b>	<b>34</b>
<i>General Total (M)</i>	5.29 %	0.00 %	2.03 %	2.57 %	4.95 %	7.41 %	9.74 %	14.10 %	5.17 %	34
<i>General Total (F)</i>	5.30 %	0.00 %	2.33 %	3.15 %	5.05 %	6.89 %	9.45 %	16.23 %	5.54 %	34
<b>HEW 1-5</b>	<b>5.34 %</b>	<b>0.00 %</b>	<b>2.70 %</b>	<b>3.46 %</b>	<b>5.69 %</b>	<b>9.14 %</b>	<b>12.73 %</b>	<b>20.42 %</b>	<b>7.24 %</b>	<b>33</b>
<i>HEW 1-5 (M)</i>	7.05 %	0.00 %	2.58 %	4.30 %	7.01 %	11.40 %	15.17 %	22.37 %	8.17 %	33
<i>HEW 1-5 (F)</i>	4.79 %	0.00 %	2.39 %	3.69 %	5.91 %	7.84 %	12.49 %	19.74 %	6.89 %	33
<b>HEW 6-10</b>	<b>5.25 %</b>	<b>0.00 %</b>	<b>1.42 %</b>	<b>1.78 %</b>	<b>3.64 %</b>	<b>5.43 %</b>	<b>5.99 %</b>	<b>7.21 %</b>	<b>3.47 %</b>	<b>33</b>
<i>HEW 6-10 (M)</i>	4.30 %	0.00 %	1.44 %	1.82 %	2.88 %	4.30 %	6.13 %	10.91 %	3.12 %	33
<i>HEW 6-10 (F)</i>	6.00 %	0.00 %	1.05 %	1.98 %	3.89 %	6.00 %	7.32 %	8.00 %	3.72 %	33

<b>Senior Staff</b>	<b>2.88 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>1.38 %</b>	<b>3.35 %</b>	<b>8.10 %</b>	<b>16.11 %</b>	<b>1.92 %</b>	<b>34</b>
<i>Senior Staff (M)</i>	2.03 %	0.00 %	0.00 %	0.00 %	0.49 %	2.91 %	5.88 %	27.27 %	1.91 %	34
<i>Senior Staff (F)</i>	4.94 %	0.00 %	0.00 %	0.00 %	0.00 %	3.61 %	10.78 %	32.62 %	1.92 %	34

## Recruitment Rate

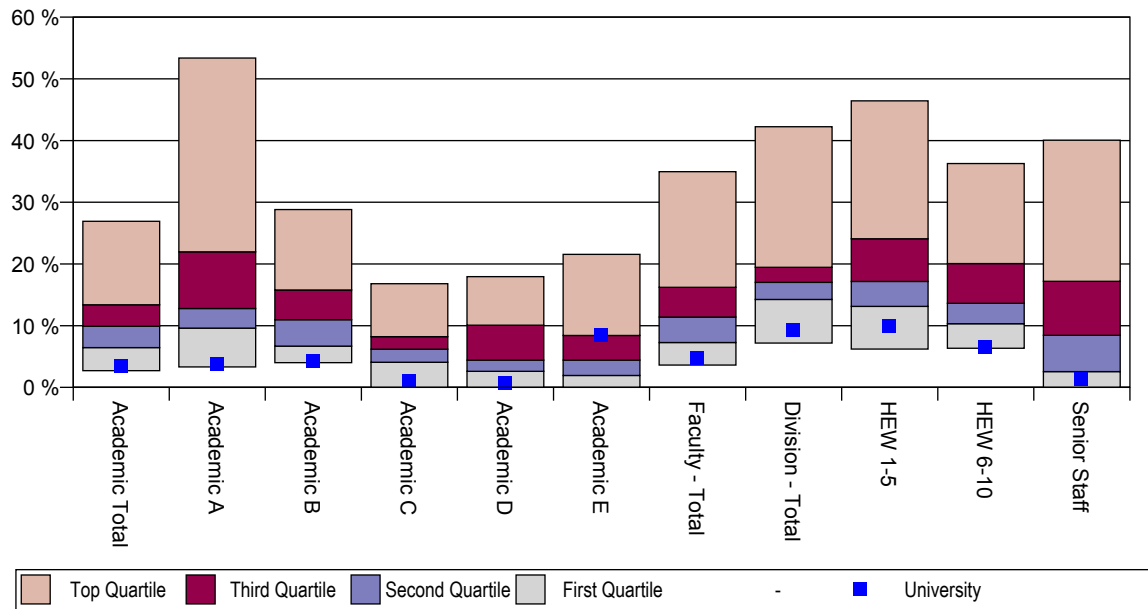
Total Number of Recruits  
University Employees (HEADCOUNT)

### DEFINITION

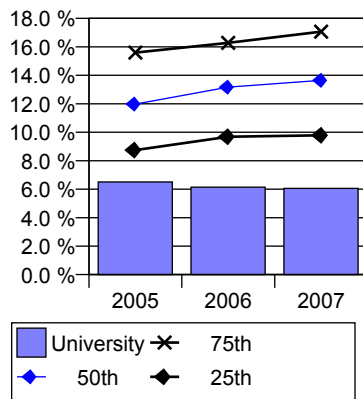
Recruitment Rate is a measure of the proportion of the workforce that was recruited (internally and externally) into their current position during the reporting year. It is a measurement of the level of recruitment activity at the University.

A high result indicates a large amount of recruitment activity at the University. In this instance Recruitment Rate should be viewed in conjunction with Turnover Rate to determine whether the cause is high turnover of staff. If staff turnover is low, this suggests that the University is experiencing a period of growth.

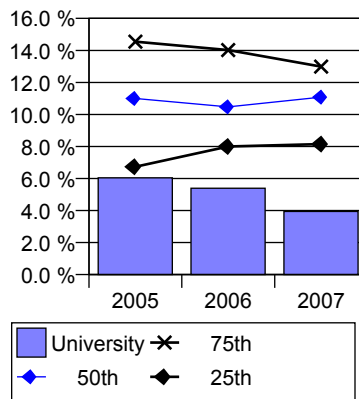
Graph: University Results versus Percentile Ranges



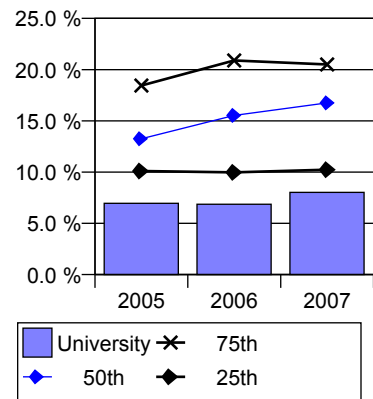
Graph: Total



Graph: Total (M)



Graph: Total (F)



## Recruitment Rate

	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
<b>Total</b>	<b>6.06 %</b>	<b>5.20 %</b>	<b>6.98 %</b>	<b>9.79 %</b>	<b>13.65 %</b>	<b>17.07 %</b>	<b>21.49 %</b>	<b>34.76 %</b>	<b>14.83 %</b>	<b>26</b>
Total (M)	3.94 %	3.94 %	6.26 %	8.15 %	11.08 %	12.99 %	17.51 %	26.67 %	12.34 %	25
Total (F)	8.02 %	5.32 %	8.22 %	10.24 %	16.76 %	20.51 %	24.25 %	41.15 %	17.37 %	25

<b>Faculty - Total</b>	<b>4.82 %</b>	<b>3.61 %</b>	<b>5.41 %</b>	<b>7.27 %</b>	<b>11.41 %</b>	<b>16.23 %</b>	<b>20.02 %</b>	<b>34.95 %</b>	<b>13.04 %</b>	<b>26</b>
Faculty - Total (M)	3.40 %	2.77 %	4.01 %	5.91 %	9.03 %	13.17 %	14.98 %	26.00 %	10.47 %	25
Faculty - Total (F)	6.37 %	3.93 %	5.43 %	10.68 %	12.53 %	19.37 %	24.00 %	42.34 %	15.95 %	25
<b>Division - Total</b>	<b>9.30 %</b>	<b>7.19 %</b>	<b>8.78 %</b>	<b>14.25 %</b>	<b>17.02 %</b>	<b>19.46 %</b>	<b>24.47 %</b>	<b>42.24 %</b>	<b>18.61 %</b>	<b>26</b>
Division - Total (M)	5.88 %	5.88 %	9.13 %	10.61 %	14.29 %	17.70 %	22.15 %	33.76 %	16.81 %	25
Division - Total (F)	11.33 %	6.11 %	8.90 %	13.92 %	20.24 %	22.51 %	26.00 %	48.35 %	20.25 %	25

<b>Academic Total</b>	<b>3.51 %</b>	<b>2.72 %</b>	<b>3.89 %</b>	<b>6.46 %</b>	<b>9.90 %</b>	<b>13.38 %</b>	<b>16.67 %</b>	<b>26.91 %</b>	<b>11.45 %</b>	<b>26</b>
Academic Total (M)	2.54 %	2.54 %	3.21 %	5.73 %	9.17 %	11.54 %	15.03 %	22.31 %	10.08 %	25
Academic Total (F)	5.25 %	1.91 %	4.30 %	6.83 %	12.22 %	15.86 %	20.84 %	32.70 %	13.71 %	25
<b>Academic A</b>	<b>3.82 %</b>	<b>3.31 %</b>	<b>5.01 %</b>	<b>9.61 %</b>	<b>12.79 %</b>	<b>21.97 %</b>	<b>40.21 %</b>	<b>53.37 %</b>	<b>23.17 %</b>	<b>26</b>
Academic A (M)	2.07 %	0.00 %	2.27 %	5.71 %	14.29 %	19.54 %	38.82 %	49.32 %	23.47 %	25
Academic A (F)	5.57 %	0.00 %	5.23 %	7.55 %	15.89 %	22.51 %	43.09 %	61.31 %	23.69 %	25
<b>Academic B</b>	<b>4.25 %</b>	<b>4.02 %</b>	<b>4.50 %</b>	<b>6.69 %</b>	<b>10.97 %</b>	<b>15.78 %</b>	<b>20.91 %</b>	<b>28.83 %</b>	<b>12.70 %</b>	<b>26</b>
Academic B (M)	3.22 %	3.22 %	4.36 %	8.65 %	10.87 %	16.24 %	21.06 %	30.22 %	12.64 %	25
Academic B (F)	5.66 %	3.23 %	4.55 %	6.61 %	12.82 %	18.63 %	20.96 %	32.69 %	13.13 %	25
<b>Academic C</b>	<b>1.11 %</b>	<b>0.00 %</b>	<b>1.62 %</b>	<b>4.08 %</b>	<b>6.19 %</b>	<b>8.22 %</b>	<b>12.62 %</b>	<b>16.80 %</b>	<b>5.80 %</b>	<b>26</b>
Academic C (M)	1.09 %	0.00 %	0.44 %	3.66 %	5.56 %	8.24 %	10.30 %	15.73 %	5.24 %	25
Academic C (F)	1.14 %	0.00 %	2.05 %	3.17 %	6.86 %	10.53 %	15.59 %	25.00 %	6.58 %	25
<b>Academic D</b>	<b>0.68 %</b>	<b>0.00 %</b>	<b>0.75 %</b>	<b>2.61 %</b>	<b>4.43 %</b>	<b>10.08 %</b>	<b>13.84 %</b>	<b>17.95 %</b>	<b>4.58 %</b>	<b>26</b>
Academic D (M)	0.00 %	0.00 %	0.22 %	2.63 %	4.17 %	8.19 %	12.30 %	20.00 %	4.26 %	25
Academic D (F)	3.39 %	0.00 %	0.00 %	1.68 %	4.92 %	13.19 %	24.23 %	37.50 %	5.61 %	25
<b>Academic E</b>	<b>8.42 %</b>	<b>0.00 %</b>	<b>0.52 %</b>	<b>1.93 %</b>	<b>4.43 %</b>	<b>8.42 %</b>	<b>14.30 %</b>	<b>21.57 %</b>	<b>4.85 %</b>	<b>26</b>
Academic E (M)	6.45 %	0.00 %	0.00 %	0.41 %	3.17 %	7.35 %	12.50 %	25.00 %	4.49 %	25
Academic E (F)	21.62 %	0.00 %	0.00 %	0.00 %	8.89 %	11.43 %	22.50 %	50.00 %	7.08 %	25

<b>General Total</b>	<b>8.34 %</b>	<b>7.22 %</b>	<b>8.37 %</b>	<b>13.83 %</b>	<b>15.53 %</b>	<b>20.67 %</b>	<b>24.23 %</b>	<b>41.54 %</b>	<b>17.75 %</b>	<b>26</b>
General Total (M)	6.47 %	6.47 %	7.73 %	9.88 %	14.16 %	17.90 %	22.11 %	33.08 %	15.70 %	25
General Total (F)	9.29 %	7.03 %	8.95 %	14.04 %	16.96 %	23.32 %	26.19 %	46.04 %	19.42 %	25
<b>HEW 1-5</b>	<b>10.02 %</b>	<b>6.21 %</b>	<b>9.48 %</b>	<b>13.14 %</b>	<b>17.17 %</b>	<b>24.09 %</b>	<b>30.45 %</b>	<b>46.44 %</b>	<b>20.11 %</b>	<b>26</b>
HEW 1-5 (M)	8.13 %	7.59 %	8.81 %	10.93 %	16.74 %	20.87 %	24.93 %	37.49 %	18.39 %	25
HEW 1-5 (F)	10.62 %	5.14 %	9.91 %	14.77 %	17.31 %	25.82 %	32.12 %	49.66 %	21.35 %	25
<b>HEW 6-10</b>	<b>6.60 %</b>	<b>6.34 %</b>	<b>8.03 %</b>	<b>10.31 %</b>	<b>13.62 %</b>	<b>20.07 %</b>	<b>22.85 %</b>	<b>36.28 %</b>	<b>15.20 %</b>	<b>26</b>
HEW 6-10 (M)	5.53 %	5.53 %	6.79 %	7.69 %	12.36 %	17.53 %	20.59 %	30.21 %	13.87 %	25
HEW 6-10 (F)	7.44 %	5.92 %	8.35 %	12.05 %	15.31 %	23.72 %	27.39 %	40.97 %	16.76 %	25

<b>Senior Staff</b>	<b>1.44 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>2.57 %</b>	<b>8.45 %</b>	<b>17.19 %</b>	<b>22.77 %</b>	<b>40.07 %</b>	<b>7.21 %</b>	<b>26</b>
Senior Staff (M)	0.00 %	0.00 %	0.00 %	1.85 %	6.67 %	13.33 %	25.32 %	33.33 %	6.74 %	25
Senior Staff (F)	4.94 %	0.00 %	0.00 %	1.83 %	9.45 %	17.65 %	31.54 %	85.56 %	8.49 %	25

## Recruitment Source

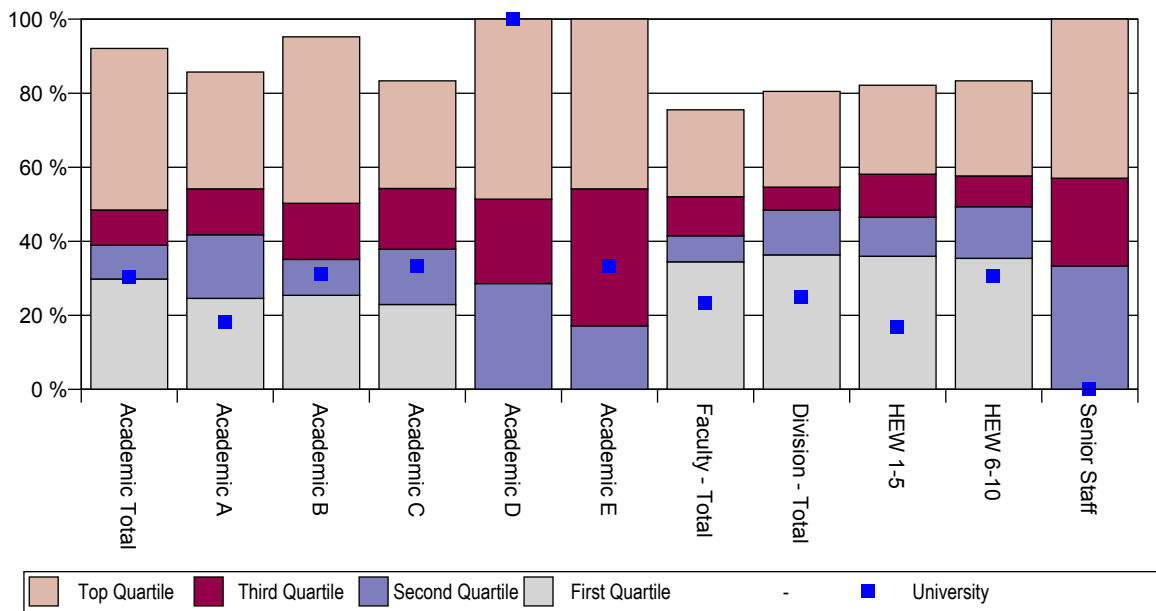
Number of internal appointees  
Total appointees

### DEFINITION

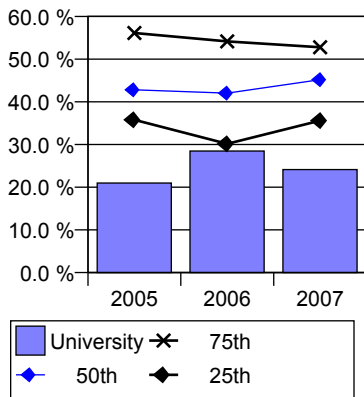
The Recruitment Source Index is the percentage of internal to external recruits (fixed term and ongoing). It is an indicator of how the University fills vacancies; the skills possessed by the current workforce and the prospective career paths for the current workforce. A high result indicates a large presence of internal recruitment in the University. This can indicate the presence of well-utilised career planning processes and a healthy awareness of the benefits of recruiting from inside the University. However, the University should consider whether there is sufficient "new blood" entering, to foster innovation and change in the workforce.

A low result indicates a high level of external recruitment at the University. This could be the result of high turnover. The University should consider its approach to career planning. Are staff members receiving adequate development opportunities to allow movement into other positions?

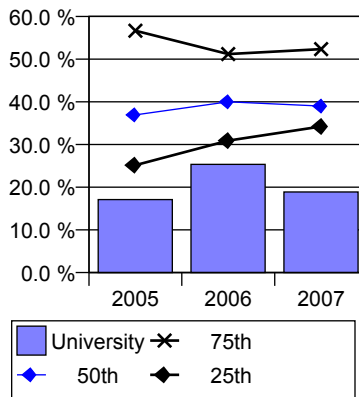
Graph: University Results versus Percentile Ranges



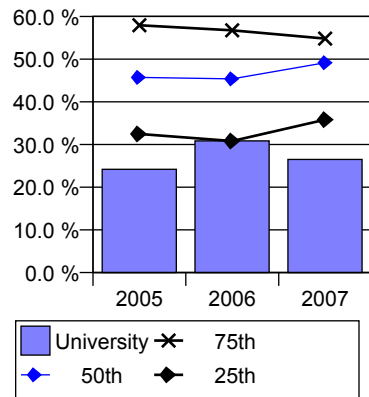
Graph: Total



Graph: Total (M)



Graph: Total (F)



## Recruitment Source

	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
<b>Total</b>	<b>24.12 %</b>	<b>0.00 %</b>	<b>26.88 %</b>	<b>35.60 %</b>	<b>45.17 %</b>	<b>52.77 %</b>	<b>65.12 %</b>	<b>70.00 %</b>	<b>41.22 %</b>	<b>24</b>
Total (M)	18.87 %	0.00 %	23.54 %	34.21 %	38.98 %	52.32 %	54.94 %	64.38 %	37.44 %	23
Total (F)	26.50 %	0.00 %	28.65 %	35.82 %	49.14 %	54.80 %	69.88 %	88.24 %	44.01 %	23
<b>Faculty - Total</b>	<b>23.47 %</b>	<b>0.00 %</b>	<b>26.72 %</b>	<b>34.45 %</b>	<b>41.47 %</b>	<b>52.02 %</b>	<b>54.92 %</b>	<b>75.51 %</b>	<b>39.64 %</b>	<b>24</b>
Faculty - Total (M)	25.00 %	0.00 %	22.78 %	31.70 %	37.04 %	50.32 %	56.24 %	75.00 %	35.94 %	23
Faculty - Total (F)	22.58 %	0.00 %	28.23 %	34.91 %	44.48 %	55.43 %	63.84 %	75.76 %	42.05 %	23
<b>Division - Total</b>	<b>25.00 %</b>	<b>0.00 %</b>	<b>25.61 %</b>	<b>36.33 %</b>	<b>48.44 %</b>	<b>54.62 %</b>	<b>62.12 %</b>	<b>80.49 %</b>	<b>41.73 %</b>	<b>24</b>
Division - Total (M)	11.76 %	0.00 %	20.57 %	33.33 %	42.86 %	55.36 %	57.80 %	61.19 %	38.71 %	23
Division - Total (F)	29.09 %	0.00 %	28.54 %	37.03 %	48.85 %	58.95 %	65.01 %	100.00 %	44.53 %	23
<b>Academic Total</b>	<b>30.23 %</b>	<b>0.00 %</b>	<b>22.90 %</b>	<b>29.82 %</b>	<b>38.94 %</b>	<b>48.46 %</b>	<b>52.00 %</b>	<b>92.11 %</b>	<b>36.70 %</b>	<b>24</b>
Academic Total (M)	25.00 %	0.00 %	20.52 %	25.86 %	35.58 %	51.60 %	59.43 %	95.24 %	34.93 %	23
Academic Total (F)	34.78 %	0.00 %	26.02 %	32.10 %	43.18 %	51.78 %	65.34 %	88.24 %	39.66 %	23
<b>Academic A</b>	<b>18.18 %</b>	<b>0.00 %</b>	<b>19.65 %</b>	<b>24.58 %</b>	<b>41.77 %</b>	<b>54.17 %</b>	<b>75.51 %</b>	<b>85.71 %</b>	<b>36.48 %</b>	<b>24</b>
Academic A (M)	0.00 %	0.00 %	0.00 %	4.55 %	35.00 %	50.00 %	73.33 %	100.00 %	35.77 %	23
Academic A (F)	25.00 %	0.00 %	15.09 %	23.61 %	46.43 %	60.00 %	75.95 %	100.00 %	37.33 %	23
<b>Academic B</b>	<b>31.25 %</b>	<b>0.00 %</b>	<b>22.48 %</b>	<b>25.40 %</b>	<b>35.09 %</b>	<b>50.27 %</b>	<b>62.75 %</b>	<b>95.24 %</b>	<b>38.18 %</b>	<b>24</b>
Academic B (M)	42.86 %	0.00 %	20.78 %	26.66 %	40.00 %	55.15 %	65.97 %	100.00 %	37.55 %	23
Academic B (F)	22.22 %	0.00 %	21.28 %	24.50 %	42.86 %	55.36 %	66.67 %	90.91 %	40.87 %	23
<b>Academic C</b>	<b>33.33 %</b>	<b>0.00 %</b>	<b>11.37 %</b>	<b>22.92 %</b>	<b>37.86 %</b>	<b>54.28 %</b>	<b>65.76 %</b>	<b>83.33 %</b>	<b>37.14 %</b>	<b>24</b>
Academic C (M)	50.00 %	0.00 %	0.00 %	19.88 %	33.33 %	50.00 %	65.72 %	75.00 %	34.21 %	23
Academic C (F)	0.00 %	0.00 %	0.00 %	25.00 %	40.00 %	66.67 %	98.00 %	100.00 %	44.68 %	23
<b>Academic D</b>	<b>100.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>28.57 %</b>	<b>51.39 %</b>	<b>71.58 %</b>	<b>100.00 %</b>	<b>32.85 %</b>	<b>24</b>
Academic D (M)	0.00 %	0.00 %	0.00 %	0.00 %	16.67 %	50.00 %	71.52 %	100.00 %	28.41 %	23
Academic D (F)	100.00 %	0.00 %	0.00 %	0.00 %	0.00 %	70.84 %	100.00 %	100.00 %	41.30 %	23
<b>Academic E</b>	<b>33.33 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>17.15 %</b>	<b>54.17 %</b>	<b>70.00 %</b>	<b>100.00 %</b>	<b>29.77 %</b>	<b>24</b>
Academic E (M)	12.50 %	0.00 %	0.00 %	0.00 %	0.00 %	33.33 %	68.33 %	100.00 %	24.47 %	23
Academic E (F)	75.00 %	0.00 %	0.00 %	0.00 %	0.00 %	70.84 %	100.00 %	100.00 %	42.86 %	23
<b>General Total</b>	<b>22.22 %</b>	<b>0.00 %</b>	<b>27.65 %</b>	<b>37.90 %</b>	<b>49.07 %</b>	<b>56.14 %</b>	<b>65.33 %</b>	<b>82.61 %</b>	<b>43.54 %</b>	<b>24</b>
General Total (M)	15.15 %	0.00 %	22.82 %	37.13 %	45.00 %	53.39 %	60.89 %	66.67 %	39.63 %	23
General Total (F)	24.73 %	0.00 %	29.66 %	36.98 %	48.46 %	58.45 %	68.34 %	92.86 %	45.63 %	23
<b>HEW 1-5</b>	<b>16.88 %</b>	<b>0.00 %</b>	<b>23.96 %</b>	<b>35.96 %</b>	<b>46.50 %</b>	<b>58.11 %</b>	<b>68.16 %</b>	<b>82.14 %</b>	<b>42.75 %</b>	<b>24</b>
HEW 1-5 (M)	20.00 %	0.00 %	21.00 %	33.70 %	43.75 %	59.25 %	66.06 %	81.82 %	39.92 %	23
HEW 1-5 (F)	16.13 %	0.00 %	24.24 %	37.55 %	48.78 %	61.85 %	67.97 %	88.89 %	44.38 %	23
<b>HEW 6-10</b>	<b>30.61 %</b>	<b>0.00 %</b>	<b>26.29 %</b>	<b>35.39 %</b>	<b>49.32 %</b>	<b>57.64 %</b>	<b>62.99 %</b>	<b>83.33 %</b>	<b>44.65 %</b>	<b>24</b>
HEW 6-10 (M)	11.11 %	0.00 %	14.93 %	30.14 %	42.11 %	55.60 %	62.48 %	66.67 %	39.36 %	23
HEW 6-10 (F)	41.94 %	0.00 %	25.43 %	38.56 %	53.33 %	59.74 %	72.78 %	100.00 %	47.82 %	23
<b>Senior Staff</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>33.33 %</b>	<b>57.06 %</b>	<b>72.50 %</b>	<b>100.00 %</b>	<b>40.44 %</b>	<b>24</b>
Senior Staff (M)	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	53.57 %	73.33 %	100.00 %	36.00 %	23
Senior Staff (F)	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	62.50 %	95.00 %	100.00 %	44.84 %	23

## Applicant Interest

Number of applicants

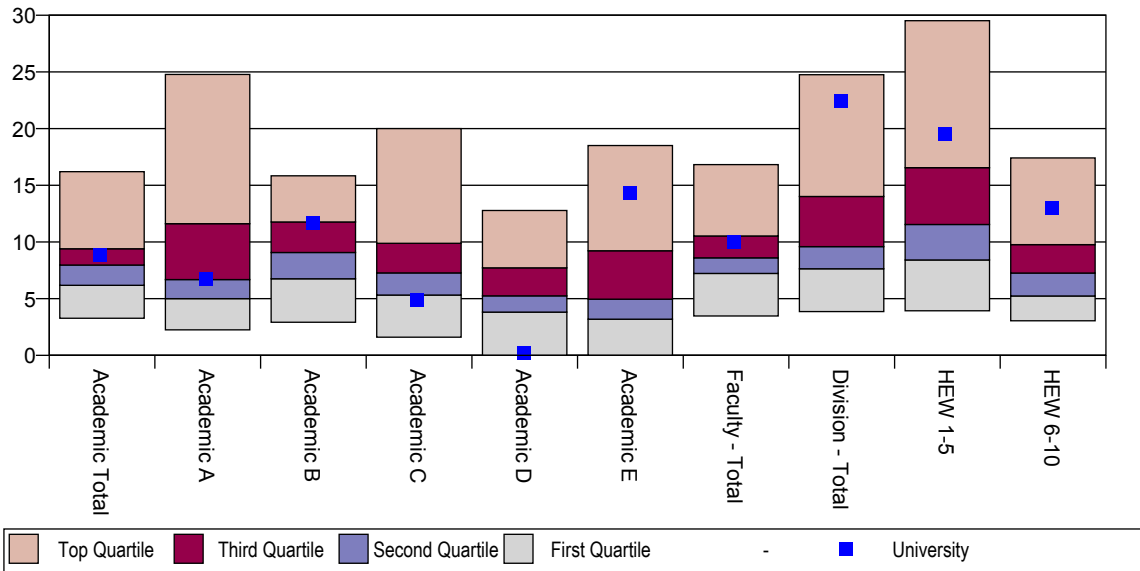
Number of vacancies advertised

### DEFINITION

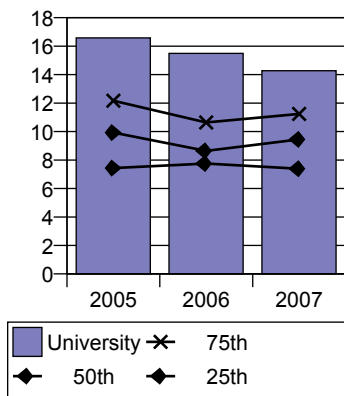
The Applicant Interest Index calculates the average number of people who applied for each advertised position during the one year period. The number of applicants per vacancy can reflect the level of interest in the positions, the state of the labour market, and also labour market penetration through chosen recruitment and remuneration strategies. This index can help to formulate human resource strategies for positions identified as critical or hard to fill.

A high result indicates that the University is either an employer of choice and/or utilises effective recruitment strategies. It can also be a reflection of a competitive labour market. A low result should prompt investigation into recruitment strategy choices and the University's attractiveness to potential employees.

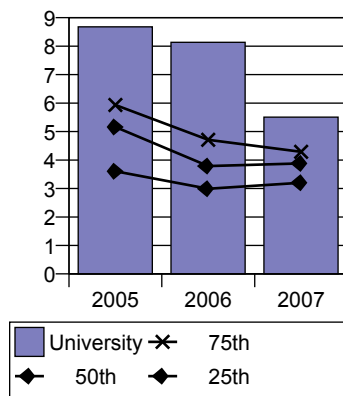
Graph: University Results versus Percentile Ranges



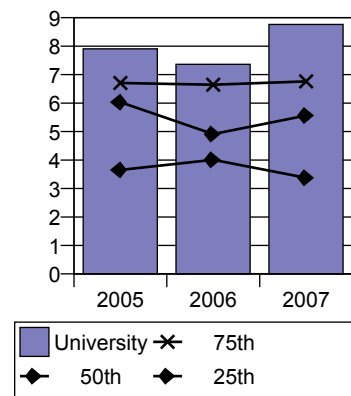
Graph: Total



Graph: Total (M)



Graph: Total (F)



## Applicant Interest

	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
<b>Total</b>	<b>14.27</b>	<b>3.96</b>	<b>4.89</b>	<b>7.39</b>	<b>9.45</b>	<b>11.24</b>	<b>14.41</b>	<b>17.11</b>	<b>10.45</b>	<b>25</b>
Total (M)	5.51	2.04	2.38	3.20	3.88	4.29	5.98	7.37	4.55	21
Total (F)	8.77	2.06	2.86	3.37	5.56	6.76	8.77	9.74	6.20	21

<b>Faculty - Total</b>	<b>10.03</b>	<b>3.48</b>	<b>5.46</b>	<b>7.23</b>	<b>8.60</b>	<b>10.53</b>	<b>11.57</b>	<b>16.83</b>	<b>10.28</b>	<b>21</b>
Faculty - Total (M)	4.86	1.54	2.02	2.76	4.17	4.74	5.52	7.37	4.58	19
Faculty - Total (F)	5.17	1.62	2.01	3.48	4.90	6.23	8.01	9.46	5.70	19
<b>Division - Total</b>	<b>22.45</b>	<b>3.87</b>	<b>6.27</b>	<b>7.63</b>	<b>9.60</b>	<b>14.01</b>	<b>19.22</b>	<b>24.74</b>	<b>11.88</b>	<b>21</b>
Division - Total (M)	6.76	1.46	2.11	3.08	3.90	4.15	7.07	8.35	4.65	19
Division - Total (F)	15.69	2.40	3.64	4.16	6.25	8.83	10.83	15.69	7.16	19

<b>Academic Total</b>	<b>8.88</b>	<b>3.28</b>	<b>4.37</b>	<b>6.18</b>	<b>7.97</b>	<b>9.40</b>	<b>11.93</b>	<b>16.20</b>	<b>9.35</b>	<b>24</b>
Academic Total (M)	6.23	0.88	2.61	3.41	5.21	6.49	8.12	8.63	5.68	21
Academic Total (F)	2.65	1.59	1.78	2.55	3.06	3.75	4.23	7.56	3.84	21
<b>Academic A</b>	<b>6.78</b>	<b>2.25</b>	<b>3.37</b>	<b>5.00</b>	<b>6.69</b>	<b>11.62</b>	<b>14.72</b>	<b>24.78</b>	<b>11.09</b>	<b>24</b>
Academic A (M)	3.70	1.25	1.95	2.60	3.78	6.85	8.79	17.44	5.91	21
Academic A (F)	3.09	1.00	1.50	2.32	3.43	4.81	6.33	11.08	5.54	21
<b>Academic B</b>	<b>11.67</b>	<b>2.92</b>	<b>4.57</b>	<b>6.76</b>	<b>9.08</b>	<b>11.76</b>	<b>13.46</b>	<b>15.84</b>	<b>9.78</b>	<b>24</b>
Academic B (M)	7.90	0.00	1.77	2.92	6.31	7.85	8.41	10.35	6.07	21
Academic B (F)	3.76	1.31	2.39	2.93	3.70	4.70	5.15	5.49	3.88	21
<b>Academic C</b>	<b>4.88</b>	<b>1.61</b>	<b>2.00</b>	<b>5.32</b>	<b>7.27</b>	<b>9.88</b>	<b>11.73</b>	<b>20.00</b>	<b>8.07</b>	<b>24</b>
Academic C (M)	4.38	0.29	1.50	3.50	4.89	6.85	8.33	12.10	5.35	21
Academic C (F)	0.50	0.25	0.57	1.71	2.50	3.06	4.00	7.90	2.60	21
<b>Academic D</b>	<b>0.20</b>	<b>0.00</b>	<b>2.18</b>	<b>3.81</b>	<b>5.25</b>	<b>7.72</b>	<b>9.96</b>	<b>12.78</b>	<b>6.42</b>	<b>24</b>
Academic D (M)	0.00	0.00	0.80	2.33	3.50	5.00	7.71	8.50	4.58	21
Academic D (F)	0.20	0.00	1.00	1.25	1.80	2.67	3.25	4.50	1.99	21
<b>Academic E</b>	<b>14.33</b>	<b>0.00</b>	<b>0.83</b>	<b>3.19</b>	<b>4.96</b>	<b>9.22</b>	<b>12.76</b>	<b>18.50</b>	<b>6.12</b>	<b>24</b>
Academic E (M)	12.00	0.00	1.00	2.74	4.00	6.43	10.00	12.00	4.64	21
Academic E (F)	2.33	0.00	0.00	0.59	1.08	2.29	3.00	7.00	1.45	21

<b>General Total</b>	<b>16.63</b>	<b>3.66</b>	<b>4.64</b>	<b>7.24</b>	<b>9.28</b>	<b>12.40</b>	<b>18.58</b>	<b>20.19</b>	<b>11.12</b>	<b>24</b>
General Total (M)	5.21	1.39	1.73	2.41	3.24	3.63	6.48	8.30	4.07	21
General Total (F)	11.42	2.27	3.25	4.49	6.29	8.53	10.93	12.51	7.32	21
<b>HEW 1-5</b>	<b>19.56</b>	<b>3.93</b>	<b>5.46</b>	<b>8.42</b>	<b>11.54</b>	<b>16.55</b>	<b>22.93</b>	<b>29.51</b>	<b>13.48</b>	<b>24</b>
HEW 1-5 (M)	5.71	1.43	1.79	2.42	3.42	3.92	7.48	9.54	4.22	21
HEW 1-5 (F)	13.84	2.33	4.00	5.35	8.39	13.22	15.13	19.97	9.76	21
<b>HEW 6-10</b>	<b>13.03</b>	<b>3.05</b>	<b>3.77</b>	<b>5.24</b>	<b>7.26</b>	<b>9.77</b>	<b>12.88</b>	<b>17.41</b>	<b>8.57</b>	<b>24</b>
HEW 6-10 (M)	4.59	1.14	1.49	2.36	3.41	4.51	5.57	8.56	3.92	21
HEW 6-10 (F)	8.44	1.56	2.19	3.01	4.17	5.72	6.39	8.85	4.75	21

<b>Senior Staff</b>	<b>8.00</b>	<b>0.00</b>	<b>1.45</b>	<b>3.30</b>	<b>6.96</b>	<b>9.02</b>	<b>12.11</b>	<b>18.00</b>	<b>4.88</b>	<b>24</b>
Senior Staff (M)	5.00	0.00	2.14	2.50	4.75	5.27	10.20	14.00	4.23	21
Senior Staff (F)	3.00	0.00	0.00	1.00	2.50	3.00	4.00	5.14	2.25	21

## Recruitment Days to Offer

Total number of days from advertisement date to offer date

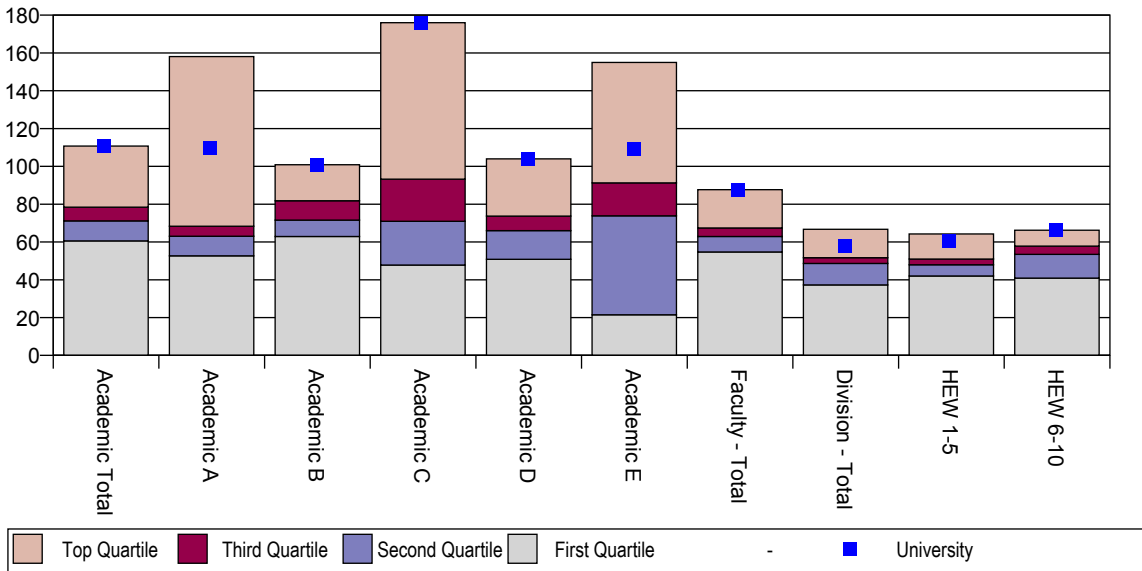
Number of offers

### DEFINITION

The Recruitment Days to Offer Index is the average number of days taken to make a formal offer for a vacant position from the time HR received notice to recruit to the day that a formal offer of employment is made. This is an important index of the efficiency of the recruitment process.

A high result indicates the possibility of problems such as extended vacancies and lack of attractiveness as an employer. Top quality applicants are typically lost with lengthy recruitment time, as they have been recruited elsewhere before the job is offered. A low result should also prompt further investigation, to determine whether sufficient time is being spent to ensure that the best applicant is placed.

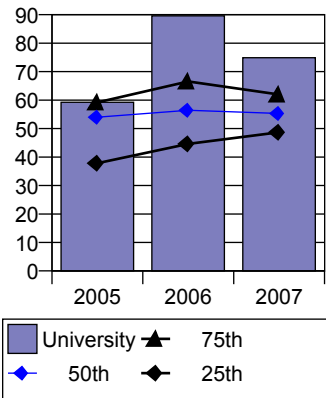
Graph: University Results versus Percentile Ranges



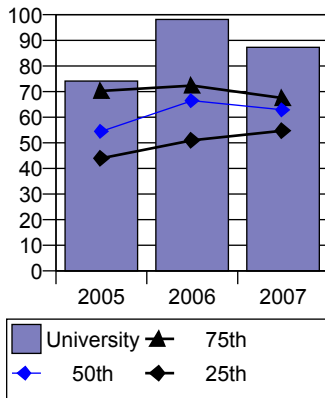
### Recruitment Days to Offer

	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
<b>Total</b>	<b>74.87</b>	<b>0.00</b>	<b>28.91</b>	<b>48.70</b>	<b>55.32</b>	<b>61.95</b>	<b>69.10</b>	<b>74.87</b>	<b>41.47</b>	<b>18</b>
<b>Faculty - Total</b>	<b>87.30</b>	<b>0.00</b>	<b>34.52</b>	<b>54.73</b>	<b>62.87</b>	<b>67.43</b>	<b>76.75</b>	<b>87.64</b>	<b>44.55</b>	<b>18</b>
<b>Division - Total</b>	<b>57.96</b>	<b>0.00</b>	<b>23.76</b>	<b>37.30</b>	<b>48.62</b>	<b>51.67</b>	<b>58.79</b>	<b>66.72</b>	<b>37.18</b>	<b>18</b>
<b>Academic Total</b>	<b>110.74</b>	<b>0.00</b>	<b>35.35</b>	<b>60.58</b>	<b>71.16</b>	<b>78.44</b>	<b>88.22</b>	<b>110.74</b>	<b>51.88</b>	<b>18</b>
<b>Academic A</b>	<b>109.45</b>	<b>0.00</b>	<b>34.55</b>	<b>52.65</b>	<b>63.08</b>	<b>68.36</b>	<b>106.16</b>	<b>158.11</b>	<b>37.73</b>	<b>18</b>
<b>Academic B</b>	<b>100.88</b>	<b>0.00</b>	<b>34.62</b>	<b>62.88</b>	<b>71.57</b>	<b>81.83</b>	<b>91.87</b>	<b>100.88</b>	<b>59.38</b>	<b>18</b>
<b>Academic C</b>	<b>176.00</b>	<b>0.00</b>	<b>1.20</b>	<b>47.80</b>	<b>70.96</b>	<b>93.25</b>	<b>99.84</b>	<b>176.00</b>	<b>52.69</b>	<b>18</b>
<b>Academic D</b>	<b>104.00</b>	<b>0.00</b>	<b>5.78</b>	<b>50.83</b>	<b>66.00</b>	<b>73.71</b>	<b>100.65</b>	<b>104.00</b>	<b>59.32</b>	<b>18</b>
<b>Academic E</b>	<b>109.33</b>	<b>0.00</b>	<b>0.00</b>	<b>21.48</b>	<b>73.88</b>	<b>91.26</b>	<b>114.63</b>	<b>155.00</b>	<b>69.33</b>	<b>18</b>
<b>General Total</b>	<b>62.78</b>	<b>0.00</b>	<b>22.92</b>	<b>41.81</b>	<b>50.25</b>	<b>55.77</b>	<b>59.66</b>	<b>64.43</b>	<b>36.70</b>	<b>18</b>
<b>HEW 1-5</b>	<b>60.58</b>	<b>0.00</b>	<b>23.33</b>	<b>42.03</b>	<b>47.94</b>	<b>50.97</b>	<b>60.75</b>	<b>64.23</b>	<b>36.80</b>	<b>18</b>
<b>HEW 6-10</b>	<b>66.22</b>	<b>0.00</b>	<b>21.87</b>	<b>40.86</b>	<b>53.45</b>	<b>57.84</b>	<b>65.08</b>	<b>66.22</b>	<b>36.57</b>	<b>18</b>
<b>Senior Staff</b>	<b>56.00</b>	<b>0.00</b>	<b>0.00</b>	<b>12.77</b>	<b>53.06</b>	<b>82.13</b>	<b>116.60</b>	<b>159.00</b>	<b>66.35</b>	<b>18</b>

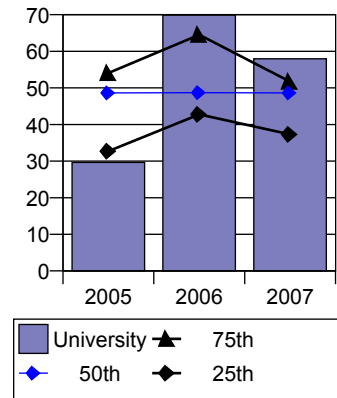
Graph: Total



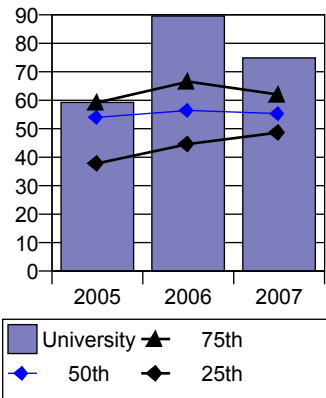
Graph: Faculty - Total



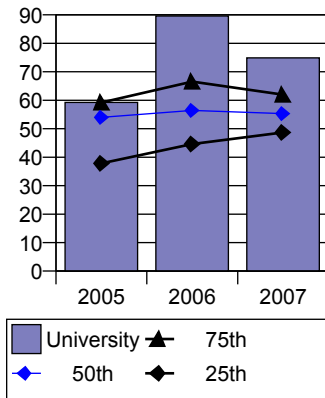
Graph: Division - Total



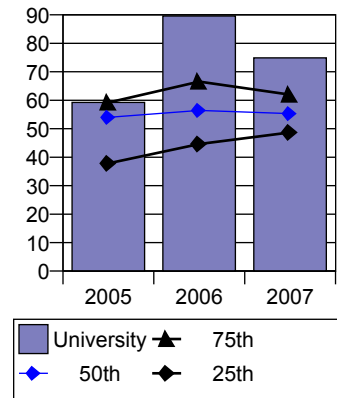
Graph: Total



Graph: Total



Graph: Total



## Recruitment Days to Start

Total number of days from notice to recruit to commencement of work

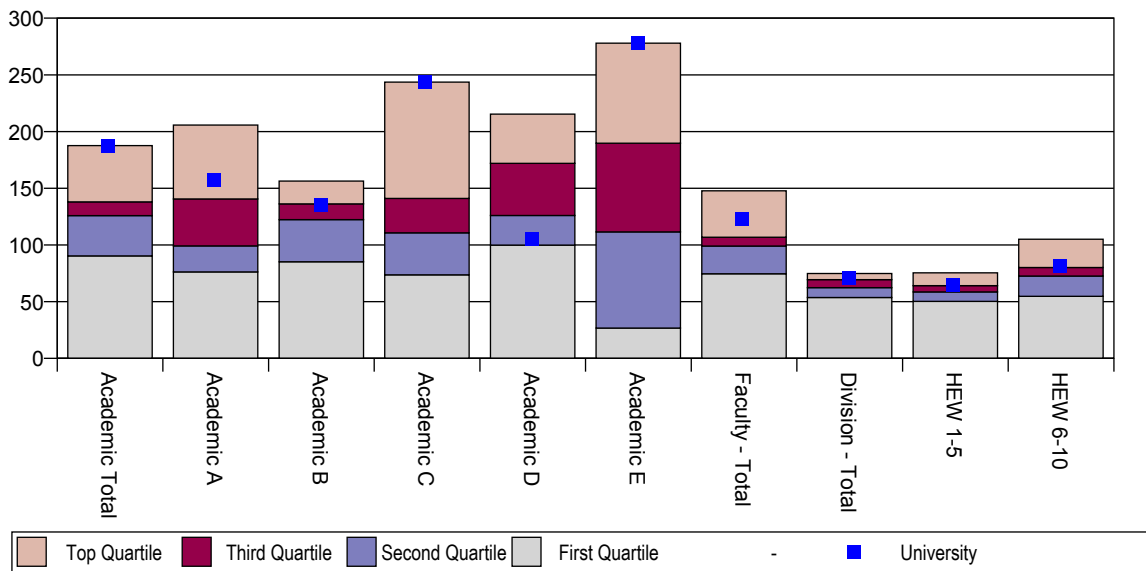
Number of Recruits

### DEFINITION

The Recruitment Days to Start Index is the average number of days taken to make a formal offer for a vacant position from the time HR received notice to recruit to the day the successful applicant starts work. This is an important index of the efficiency of the recruitment process, and the impact notice periods have in relation to the length of time a position will remain vacant during the recruitment process.

This measure indicates that impact that a vacancy can have on an organisation. A high result indicates the possibility of problems such as extended vacancies and lack of attractiveness as an employer. Top quality applicants are typically lost with lengthy recruitment time, as they have been recruited elsewhere before the job is offered. A low result should also prompt further investigation, to determine whether sufficient time is being spent to ensure that the best applicant is placed.

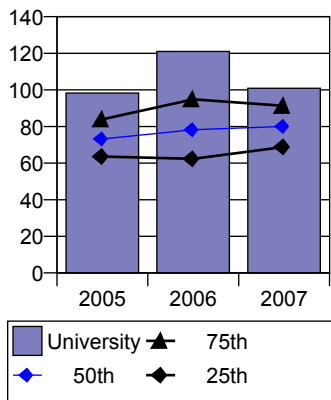
Graph: University Results versus Percentile Ranges



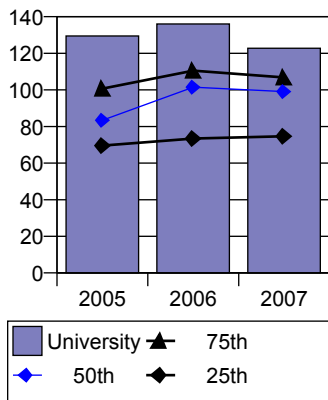
### Recruitment Days to Start

	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
<b>Total</b>	<b>100.86</b>	<b>0.00</b>	<b>39.84</b>	<b>68.86</b>	<b>80.04</b>	<b>91.27</b>	<b>95.46</b>	<b>100.86</b>	<b>57.93</b>	<b>18</b>
<b>Faculty - Total</b>	<b>122.78</b>	<b>0.00</b>	<b>22.49</b>	<b>74.66</b>	<b>99.09</b>	<b>106.80</b>	<b>116.54</b>	<b>147.82</b>	<b>65.85</b>	<b>18</b>
<b>Division - Total</b>	<b>71.04</b>	<b>0.00</b>	<b>31.71</b>	<b>53.72</b>	<b>62.36</b>	<b>69.46</b>	<b>72.80</b>	<b>74.80</b>	<b>46.84</b>	<b>18</b>
<b>Academic Total</b>	<b>187.63</b>	<b>0.00</b>	<b>56.02</b>	<b>90.41</b>	<b>125.84</b>	<b>137.97</b>	<b>146.69</b>	<b>187.63</b>	<b>84.95</b>	<b>18</b>
<b>Academic A</b>	<b>157.00</b>	<b>0.00</b>	<b>46.15</b>	<b>76.21</b>	<b>99.23</b>	<b>140.59</b>	<b>161.92</b>	<b>205.78</b>	<b>57.43</b>	<b>18</b>
<b>Academic B</b>	<b>135.63</b>	<b>0.00</b>	<b>54.81</b>	<b>85.25</b>	<b>122.40</b>	<b>136.24</b>	<b>147.95</b>	<b>156.40</b>	<b>94.80</b>	<b>18</b>
<b>Academic C</b>	<b>243.67</b>	<b>0.00</b>	<b>2.28</b>	<b>73.65</b>	<b>110.78</b>	<b>141.04</b>	<b>173.55</b>	<b>243.67</b>	<b>84.50</b>	<b>18</b>
<b>Academic D</b>	<b>105.00</b>	<b>0.00</b>	<b>10.00</b>	<b>99.88</b>	<b>126.00</b>	<b>172.05</b>	<b>205.42</b>	<b>215.43</b>	<b>118.90</b>	<b>18</b>
<b>Academic E</b>	<b>277.92</b>	<b>0.00</b>	<b>0.00</b>	<b>26.78</b>	<b>111.50</b>	<b>189.74</b>	<b>222.60</b>	<b>277.92</b>	<b>138.01</b>	<b>18</b>
<b>General Total</b>	<b>71.25</b>	<b>0.00</b>	<b>32.20</b>	<b>52.35</b>	<b>63.63</b>	<b>71.27</b>	<b>74.14</b>	<b>82.63</b>	<b>45.97</b>	<b>18</b>
<b>HEW 1-5</b>	<b>64.64</b>	<b>0.00</b>	<b>30.32</b>	<b>50.26</b>	<b>58.67</b>	<b>64.11</b>	<b>66.83</b>	<b>75.46</b>	<b>43.84</b>	<b>18</b>
<b>HEW 6-10</b>	<b>81.63</b>	<b>0.00</b>	<b>33.81</b>	<b>54.73</b>	<b>72.57</b>	<b>80.10</b>	<b>82.27</b>	<b>105.06</b>	<b>48.76</b>	<b>18</b>
<b>Senior Staff</b>	<b>102.00</b>	<b>0.00</b>	<b>0.00</b>	<b>23.25</b>	<b>96.32</b>	<b>123.67</b>	<b>184.98</b>	<b>315.50</b>	<b>104.77</b>	<b>18</b>

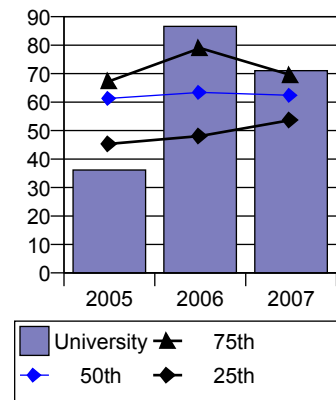
Graph: Total



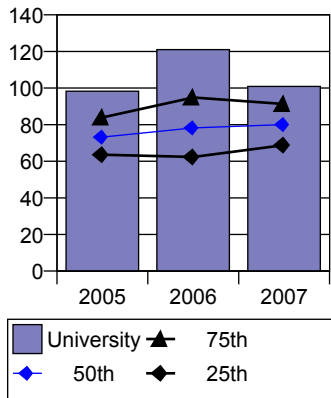
Graph: Faculty - Total



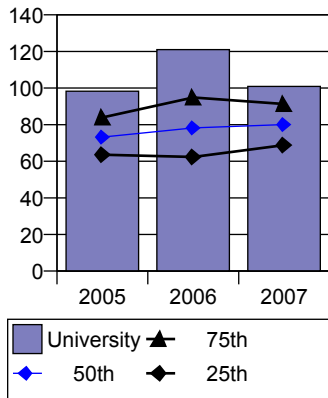
Graph: Division - Total



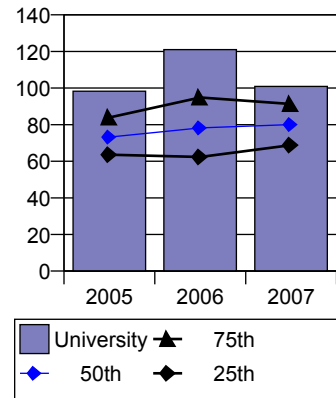
Graph: Total



Graph: Total



Graph: Total



## Unscheduled Absence Taken per Employee

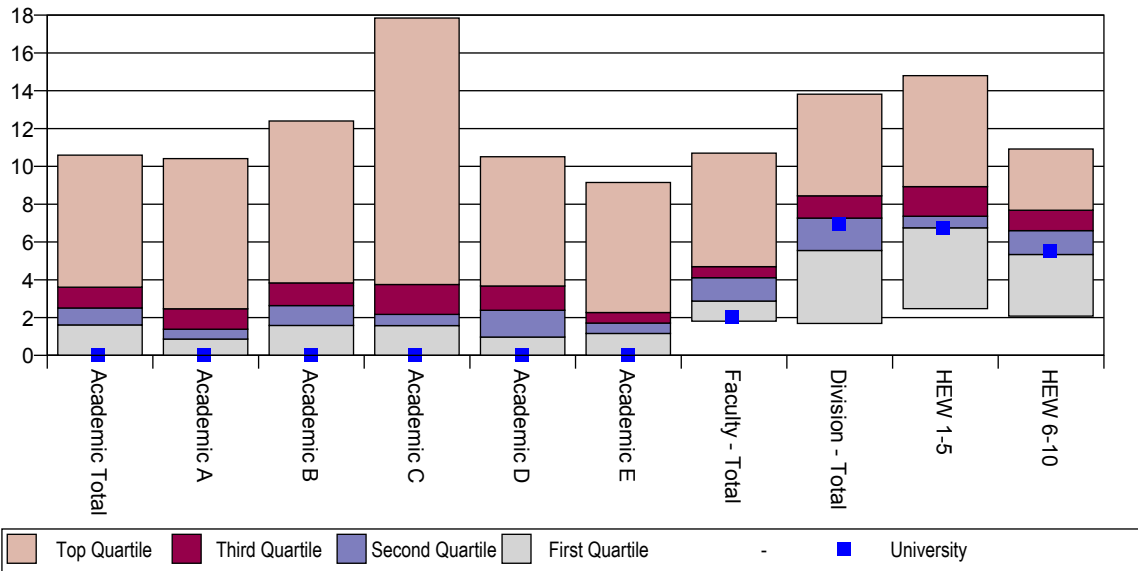
Average number of Unscheduled Days absent  
University Employees (Headcount)

### DEFINITION

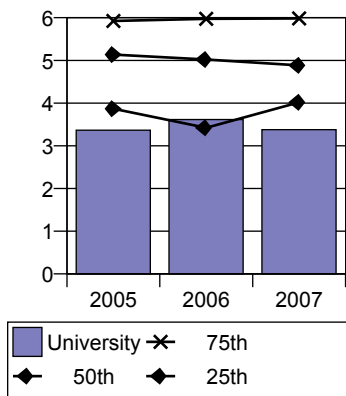
The Unscheduled Absence Index is the average number of days per calendar year for each staff member that have been lost due to unscheduled leave including sick or personal leave. This includes paid and unpaid absence.

Unscheduled Absence is an important area to monitor as it can identify areas of low productivity, morale issues and areas of increased stress or risk of injury. A high number of days absent should prompt further analysis. Further analysis should aim to determine the cause behind the high result, flag areas within the University that take excessive sick or personal leave and identify any leave patterns and trends.

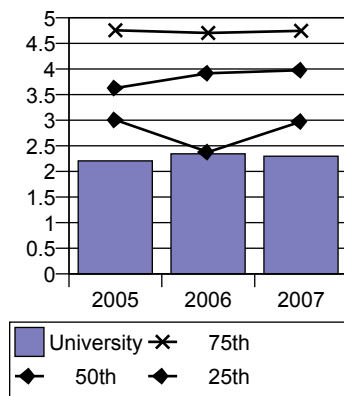
Graph: University Results versus Percentile Ranges



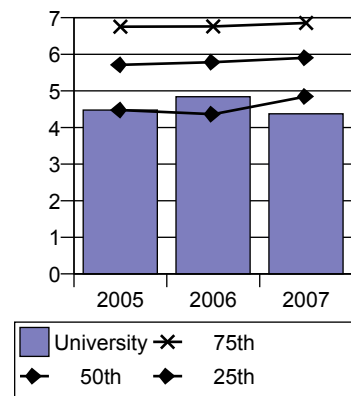
Graph: Total



Graph: Total (M)



Graph: Total (F)



## Unscheduled Absence Taken per Employee

	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
<b>Total</b>	<b>3.38</b>	<b>1.77</b>	<b>3.22</b>	<b>4.02</b>	<b>4.88</b>	<b>5.98</b>	<b>7.15</b>	<b>10.24</b>	<b>4.72</b>	<b>27</b>
<i>Total (M)</i>	2.30	1.35	2.50	2.97	3.98	4.74	6.05	8.59	3.62	26
<i>Total (F)</i>	4.38	2.11	4.11	4.85	5.91	6.86	8.82	11.56	5.66	26

<b>Faculty - Total</b>	<b>2.01</b>	<b>1.81</b>	<b>2.35</b>	<b>2.87</b>	<b>4.11</b>	<b>4.70</b>	<b>5.29</b>	<b>10.70</b>	<b>3.62</b>	<b>28</b>
<i>Faculty - Total (M)</i>	1.07	1.07	1.42	1.90	2.48	3.42	4.79	7.27	2.45	28
<i>Faculty - Total (F)</i>	3.04	2.31	3.03	3.67	4.89	6.20	6.77	13.40	4.70	28
<b>Division - Total</b>	<b>6.96</b>	<b>1.69</b>	<b>5.21</b>	<b>5.55</b>	<b>7.26</b>	<b>8.44</b>	<b>10.63</b>	<b>13.82</b>	<b>7.60</b>	<b>28</b>
<i>Division - Total (M)</i>	6.79	1.71	4.47	5.24	6.55	7.65	9.10	12.41	6.77	28
<i>Division - Total (F)</i>	7.06	1.68	5.43	6.25	7.56	9.02	12.26	14.96	8.14	28

<b>Academic Total</b>	<b>0.00</b>	<b>0.00</b>	<b>1.06</b>	<b>1.61</b>	<b>2.51</b>	<b>3.61</b>	<b>4.34</b>	<b>10.60</b>	<b>2.20</b>	<b>26</b>
<i>Academic Total (M)</i>	0.00	0.00	0.99	1.15	1.65	3.21	4.71	9.22	1.79	26
<i>Academic Total (F)</i>	0.00	0.00	1.06	2.16	2.69	4.45	5.89	12.03	2.73	26
<b>Academic A</b>	<b>0.00</b>	<b>0.00</b>	<b>0.69</b>	<b>0.87</b>	<b>1.39</b>	<b>2.47</b>	<b>3.80</b>	<b>10.41</b>	<b>1.69</b>	<b>26</b>
<i>Academic A (M)</i>	0.00	0.00	0.27	0.56	0.89	1.28	3.40	21.13	1.18	26
<i>Academic A (F)</i>	0.00	0.00	0.53	1.07	1.93	3.26	4.09	5.81	2.09	26
<b>Academic B</b>	<b>0.00</b>	<b>0.00</b>	<b>1.10</b>	<b>1.59</b>	<b>2.64</b>	<b>3.83</b>	<b>5.29</b>	<b>12.40</b>	<b>2.59</b>	<b>26</b>
<i>Academic B (M)</i>	0.00	0.00	0.71	1.35	1.89	3.43	7.02	17.44	2.24	26
<i>Academic B (F)</i>	0.00	0.00	1.10	1.69	2.85	4.33	5.99	8.60	2.92	26
<b>Academic C</b>	<b>0.00</b>	<b>0.00</b>	<b>1.06</b>	<b>1.58</b>	<b>2.17</b>	<b>3.75</b>	<b>5.38</b>	<b>17.85</b>	<b>2.43</b>	<b>26</b>
<i>Academic C (M)</i>	0.00	0.00	0.72	1.35	1.79	3.24	4.81	7.49	1.90	26
<i>Academic C (F)</i>	0.00	0.00	1.18	1.96	2.43	4.80	9.73	30.19	3.29	26
<b>Academic D</b>	<b>0.00</b>	<b>0.00</b>	<b>0.53</b>	<b>0.97</b>	<b>2.39</b>	<b>3.67</b>	<b>4.78</b>	<b>10.51</b>	<b>2.06</b>	<b>26</b>
<i>Academic D (M)</i>	0.00	0.00	0.47	0.88	1.87	2.65	3.81	11.25	1.74	26
<i>Academic D (F)</i>	0.00	0.00	0.54	1.20	2.51	4.39	8.45	20.84	2.84	26
<b>Academic E</b>	<b>0.00</b>	<b>0.00</b>	<b>0.68</b>	<b>1.16</b>	<b>1.71</b>	<b>2.27</b>	<b>3.50</b>	<b>9.15</b>	<b>1.44</b>	<b>26</b>
<i>Academic E (M)</i>	0.00	0.00	0.28	0.78	1.33	2.30	4.20	10.67	1.34	26
<i>Academic E (F)</i>	0.00	0.00	0.17	0.82	1.46	2.64	4.17	6.57	1.84	26

<b>General Total</b>	<b>6.16</b>	<b>2.28</b>	<b>5.09</b>	<b>6.02</b>	<b>7.15</b>	<b>8.42</b>	<b>10.28</b>	<b>12.92</b>	<b>7.51</b>	<b>31</b>
<i>General Total (M)</i>	5.92	1.65	4.36	5.51	6.51	7.61	8.50	11.05	6.76	31
<i>General Total (F)</i>	6.28	2.62	5.35	6.39	7.37	8.99	11.34	14.07	7.90	31
<b>HEW 1-5</b>	<b>6.75</b>	<b>2.47</b>	<b>5.27</b>	<b>6.75</b>	<b>7.36</b>	<b>8.93</b>	<b>10.84</b>	<b>14.80</b>	<b>8.14</b>	<b>31</b>
<i>HEW 1-5 (M)</i>	6.13	2.42	4.95	5.82	7.05	8.24	10.19	12.81	7.51	31
<i>HEW 1-5 (F)</i>	6.94	2.49	5.28	6.77	7.58	9.34	11.35	15.75	8.37	31
<b>HEW 6-10</b>	<b>5.54</b>	<b>2.08</b>	<b>4.73</b>	<b>5.34</b>	<b>6.60</b>	<b>7.68</b>	<b>9.13</b>	<b>10.92</b>	<b>6.83</b>	<b>31</b>
<i>HEW 6-10 (M)</i>	5.80	1.15	3.94	5.19	6.05	7.40	8.73	9.38	6.24	31
<i>HEW 6-10 (F)</i>	5.34	2.80	5.06	5.73	6.96	8.07	9.58	12.82	7.26	31

<b>Senior Staff</b>	<b>2.52</b>	<b>0.98</b>	<b>1.59</b>	<b>2.27</b>	<b>3.07</b>	<b>4.70</b>	<b>5.90</b>	<b>10.86</b>	<b>3.48</b>	<b>28</b>
<i>Senior Staff (M)</i>	1.45	0.71	0.91	1.58	2.33	3.57	4.88	8.68	2.70	28
<i>Senior Staff (F)</i>	5.13	1.18	1.83	3.13	3.91	5.78	8.19	33.81	4.92	28

## Doctoral Qualifications

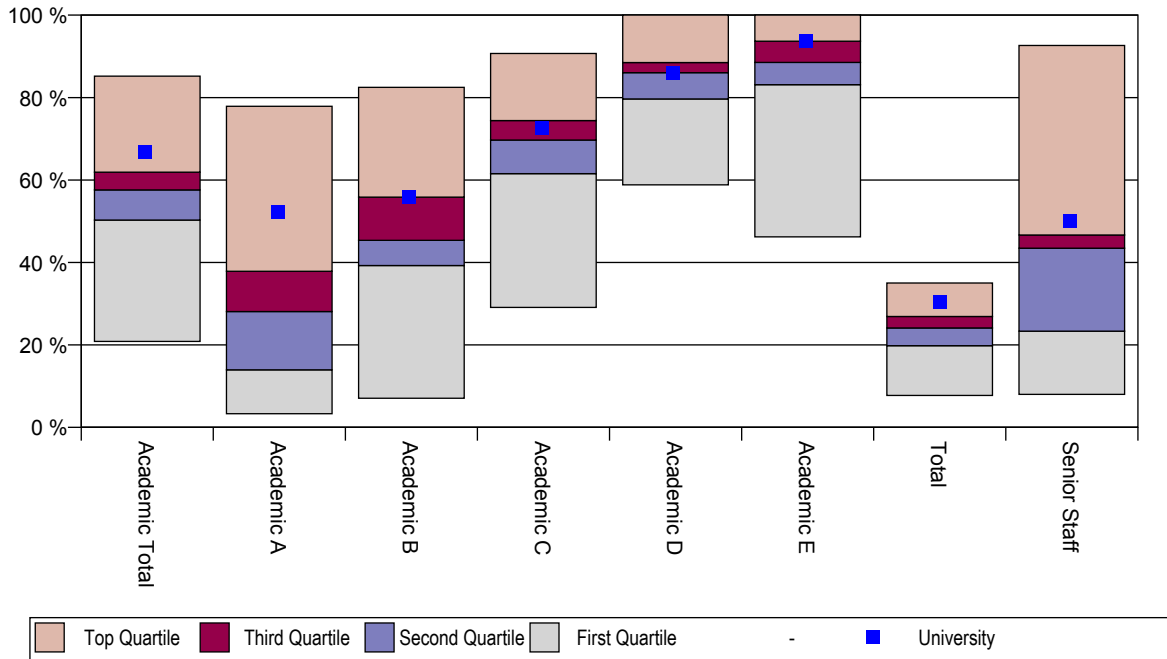
### Headcount of academic and senior staff with a doctorate

Headcount of academic staff

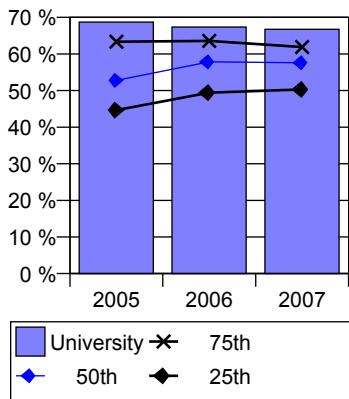
#### DEFINITION

The Doctoral Qualifications Index is the percentage of all senior and academic ongoing and fixed-term academic staff who have been awarded with a doctoral qualification. This index gives an indication of the level of qualifications of the University's academic and senior staff. Academic qualifications generally increase as the classification levels increase.

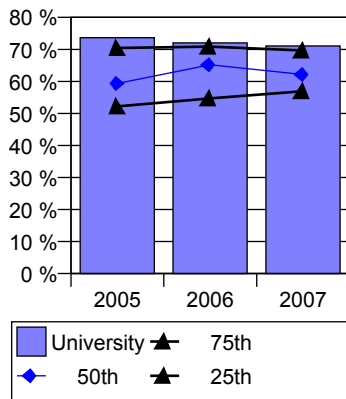
Graph: University Results versus Percentile Ranges



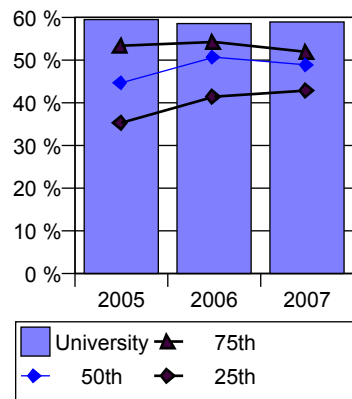
Graph: Academic Total



Graph: Academic Total (M)



Graph: Academic Total (F)



## Doctoral Qualifications

	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
<b>Academic Total</b>	<b>66.73 %</b>	<b>20.85 %</b>	<b>42.15 %</b>	<b>50.29 %</b>	<b>57.61 %</b>	<b>61.91 %</b>	<b>69.97 %</b>	<b>85.21 %</b>	<b>60.28 %</b>	<b>33</b>
<i>Academic Total (M)</i>	71.07 %	24.65 %	51.57 %	56.96 %	62.15 %	69.64 %	75.28 %	88.24 %	66.48 %	33
<i>Academic Total (F)</i>	58.93 %	15.19 %	34.96 %	42.86 %	48.87 %	51.88 %	63.97 %	78.66 %	51.93 %	33
<b>Academic A</b>	<b>52.30 %</b>	<b>3.33 %</b>	<b>9.40 %</b>	<b>13.95 %</b>	<b>28.09 %</b>	<b>37.88 %</b>	<b>51.26 %</b>	<b>77.90 %</b>	<b>39.08 %</b>	<b>33</b>
<i>Academic A (M)</i>	53.54 %	4.55 %	10.07 %	18.18 %	31.07 %	45.12 %	52.62 %	81.74 %	45.03 %	33
<i>Academic A (F)</i>	51.05 %	0.00 %	7.64 %	13.16 %	26.61 %	34.29 %	50.75 %	72.03 %	34.10 %	33
<b>Academic B</b>	<b>55.84 %</b>	<b>7.08 %</b>	<b>25.82 %</b>	<b>39.26 %</b>	<b>45.36 %</b>	<b>55.84 %</b>	<b>64.21 %</b>	<b>82.49 %</b>	<b>50.84 %</b>	<b>33</b>
<i>Academic B (M)</i>	60.23 %	7.87 %	30.99 %	42.31 %	51.49 %	62.38 %	66.92 %	84.83 %	55.83 %	33
<i>Academic B (F)</i>	49.84 %	6.19 %	21.59 %	31.17 %	42.19 %	49.84 %	60.67 %	79.02 %	45.93 %	33
<b>Academic C</b>	<b>72.53 %</b>	<b>29.09 %</b>	<b>56.73 %</b>	<b>61.54 %</b>	<b>69.71 %</b>	<b>74.41 %</b>	<b>79.82 %</b>	<b>90.70 %</b>	<b>69.44 %</b>	<b>33</b>
<i>Academic C (M)</i>	74.25 %	30.77 %	57.54 %	64.45 %	71.52 %	75.95 %	80.86 %	90.32 %	70.75 %	33
<i>Academic C (F)</i>	68.95 %	26.23 %	54.65 %	58.20 %	67.65 %	74.78 %	85.77 %	100.00 %	67.29 %	33
<b>Academic D</b>	<b>86.05 %</b>	<b>58.82 %</b>	<b>72.85 %</b>	<b>79.67 %</b>	<b>86.05 %</b>	<b>88.51 %</b>	<b>90.82 %</b>	<b>100.00 %</b>	<b>84.01 %</b>	<b>33</b>
<i>Academic D (M)</i>	84.89 %	60.61 %	69.95 %	81.45 %	85.53 %	89.25 %	92.52 %	100.00 %	84.72 %	33
<i>Academic D (F)</i>	90.68 %	48.08 %	69.24 %	77.42 %	85.25 %	89.74 %	99.66 %	100.00 %	82.19 %	33
<b>Academic E</b>	<b>93.68 %</b>	<b>46.22 %</b>	<b>77.97 %</b>	<b>83.12 %</b>	<b>88.54 %</b>	<b>93.68 %</b>	<b>95.19 %</b>	<b>100.00 %</b>	<b>86.90 %</b>	<b>33</b>
<i>Academic E (M)</i>	92.74 %	35.71 %	76.83 %	82.32 %	87.97 %	93.88 %	98.46 %	100.00 %	87.16 %	33
<i>Academic E (F)</i>	100.00 %	36.36 %	66.93 %	75.00 %	89.49 %	94.74 %	100.00 %	100.00 %	85.83 %	33
<b>Senior Staff</b>	<b>50.00 %</b>	<b>8.00 %</b>	<b>16.83 %</b>	<b>23.33 %</b>	<b>43.48 %</b>	<b>46.67 %</b>	<b>57.69 %</b>	<b>92.65 %</b>	<b>41.59 %</b>	<b>33</b>
<i>Senior Staff (M)</i>	58.88 %	6.67 %	18.54 %	23.33 %	41.67 %	55.00 %	66.71 %	93.65 %	45.89 %	33
<i>Senior Staff (F)</i>	28.40 %	0.00 %	10.92 %	21.74 %	28.40 %	40.34 %	54.70 %	93.75 %	33.41 %	33

## Academic Promotion Rate

Successful applications for academic promotion

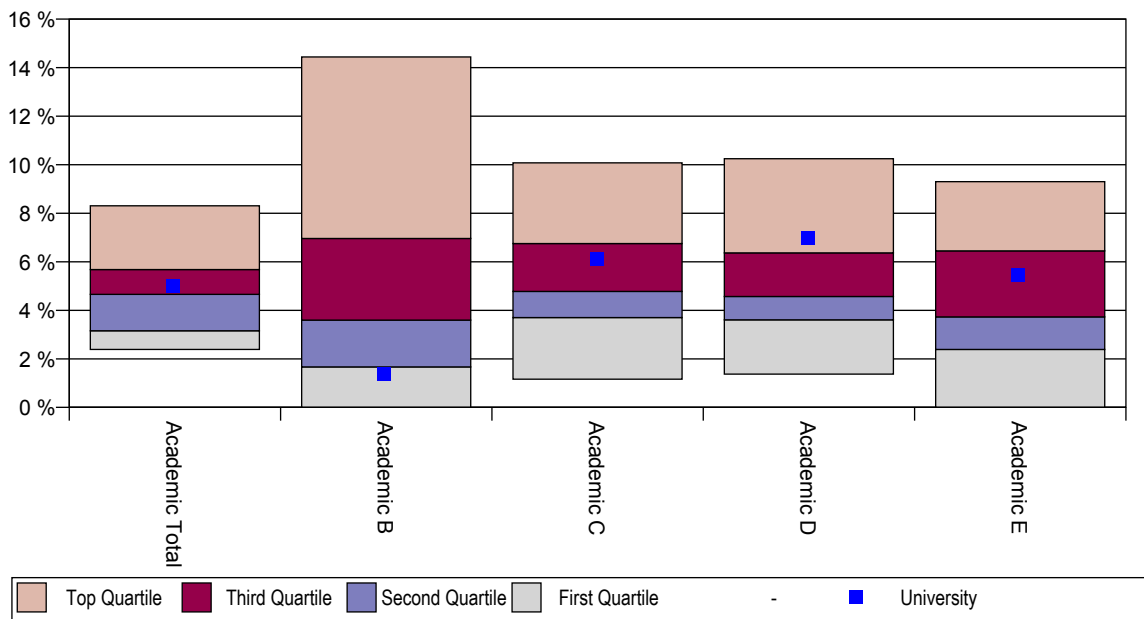
Headcount of academic staff (Levels A-D)

### DEFINITION

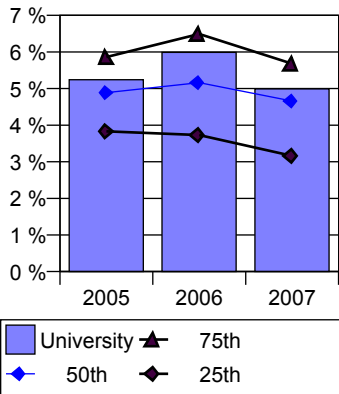
The Academic Promotions Index is the percentage of all ongoing and fixed-term academic staff who have been promoted in the period. This index shows the rate of career progression for academic staff. A high result may reflect effective employee development strategies or conversely indicate that further review is necessary to ensure conditions for promotion are adequately met.

A low result may highlight employee development issues and have implications for employee job satisfaction. Also, further investigation may be necessary to ensure that worthy candidates are not overlooked for promotion.

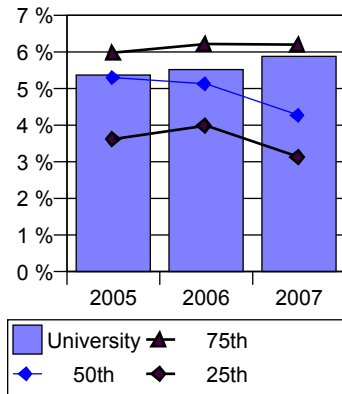
Graph: University Results versus Percentile Ranges



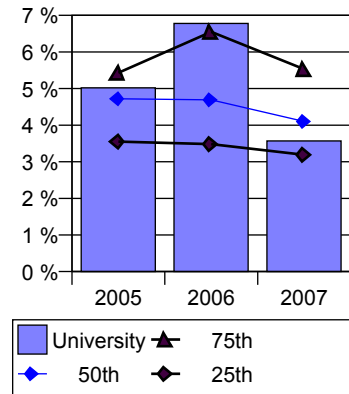
Graph: Academic Total



Graph: Academic Total (M)



Graph: Academic Total (F)



### Academic Promotion Rate

	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
<b>Academic Total</b>	<b>4.99 %</b>	<b>2.39 %</b>	<b>2.65 %</b>	<b>3.16 %</b>	<b>4.66 %</b>	<b>5.68 %</b>	<b>7.33 %</b>	<b>8.31 %</b>	<b>4.48 %</b>	<b>30</b>
<i>Academic Total (M)</i>	5.88 %	2.03 %	2.82 %	3.13 %	4.27 %	6.20 %	7.05 %	8.31 %	4.75 %	30
<i>Academic Total (F)</i>	3.57 %	1.20 %	1.95 %	3.19 %	4.10 %	5.53 %	7.15 %	9.12 %	4.16 %	30
<b>Academic B</b>	<b>1.39 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>1.67 %</b>	<b>3.60 %</b>	<b>6.96 %</b>	<b>9.34 %</b>	<b>14.44 %</b>	<b>3.09 %</b>	<b>30</b>
<i>Academic B (M)</i>	1.38 %	0.00 %	0.00 %	1.07 %	3.19 %	7.62 %	10.03 %	20.54 %	3.33 %	30
<i>Academic B (F)</i>	1.39 %	0.00 %	0.00 %	1.82 %	4.44 %	6.22 %	9.68 %	12.58 %	2.88 %	30
<b>Academic C</b>	<b>6.11 %</b>	<b>1.16 %</b>	<b>1.59 %</b>	<b>3.70 %</b>	<b>4.78 %</b>	<b>6.75 %</b>	<b>7.70 %</b>	<b>10.08 %</b>	<b>5.03 %</b>	<b>30</b>
<i>Academic C (M)</i>	7.82 %	1.20 %	1.55 %	3.44 %	4.74 %	6.17 %	8.78 %	12.04 %	5.23 %	30
<i>Academic C (F)</i>	3.77 %	0.00 %	1.16 %	3.04 %	4.76 %	6.46 %	9.14 %	12.50 %	4.84 %	30
<b>Academic D</b>	<b>7.00 %</b>	<b>1.37 %</b>	<b>1.90 %</b>	<b>3.61 %</b>	<b>4.57 %</b>	<b>6.37 %</b>	<b>8.01 %</b>	<b>10.25 %</b>	<b>4.91 %</b>	<b>30</b>
<i>Academic D (M)</i>	7.63 %	0.00 %	1.98 %	3.54 %	5.49 %	6.62 %	7.78 %	10.49 %	5.19 %	30
<i>Academic D (F)</i>	5.70 %	0.00 %	0.71 %	1.80 %	3.34 %	7.11 %	10.09 %	16.67 %	4.47 %	30
<b>Academic E</b>	<b>5.44 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>2.39 %</b>	<b>3.73 %</b>	<b>6.45 %</b>	<b>8.52 %</b>	<b>9.30 %</b>	<b>4.54 %</b>	<b>30</b>
<i>Academic E (M)</i>	5.11 %	0.00 %	0.00 %	1.60 %	3.49 %	6.44 %	8.08 %	10.67 %	4.66 %	30
<i>Academic E (F)</i>	6.78 %	0.00 %	0.00 %	0.00 %	2.18 %	6.09 %	11.32 %	21.05 %	4.22 %	30

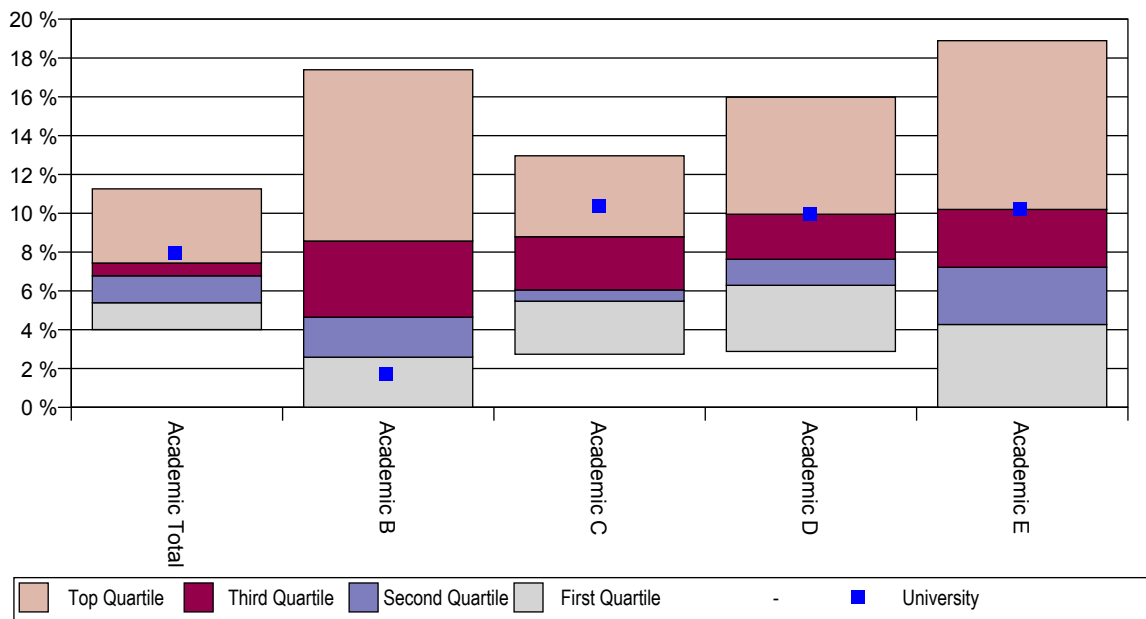
## Applications for Promotion Rate

Number of applications for academic promotion  
Headcount of academic staff (Levels A-D)

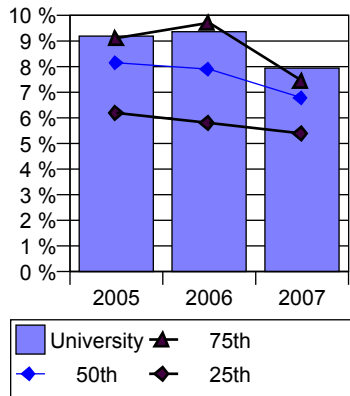
### DEFINITION

The Academic Applications for Promotion Index shows the level of interest from Academic staff in seeking a promotion. On the assumption that promotion is based on merit, this index may also give a general indication of the health of academic career progression in the institution.

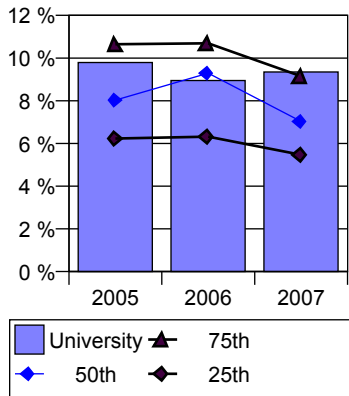
Graph: University Results versus Percentile Ranges



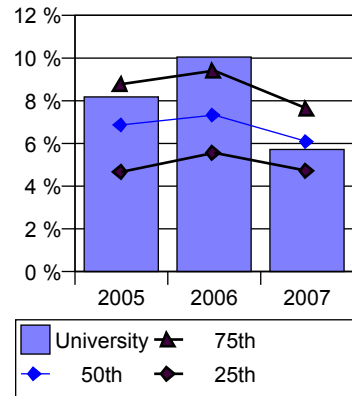
Graph: Academic Total



Graph: Academic Total (M)



Graph: Academic Total (F)



### Applications for Promotion Rate

	<b>ADE</b>	<b>Min</b>	<b>10th</b>	<b>25th</b>	<b>50th</b>	<b>75th</b>	<b>90th</b>	<b>Max</b>	<b>Avg</b>	<b>Sample</b>
<b>Academic Total</b>	<b>7.94 %</b>	<b>4.01 %</b>	<b>4.48 %</b>	<b>5.39 %</b>	<b>6.78 %</b>	<b>7.44 %</b>	<b>9.44 %</b>	<b>11.26 %</b>	<b>6.56 %</b>	<b>29</b>
<i>Academic Total (M)</i>	9.35 %	3.66 %	4.49 %	5.47 %	7.03 %	9.15 %	10.33 %	11.38 %	7.13 %	29
<i>Academic Total (F)</i>	5.72 %	2.33 %	3.72 %	4.72 %	6.09 %	7.63 %	8.45 %	11.96 %	5.88 %	29
<b>Academic B</b>	<b>1.73 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>2.59 %</b>	<b>4.65 %</b>	<b>8.57 %</b>	<b>10.55 %</b>	<b>17.39 %</b>	<b>3.64 %</b>	<b>29</b>
<i>Academic B (M)</i>	1.38 %	0.00 %	0.00 %	1.37 %	3.62 %	8.22 %	12.22 %	20.54 %	3.91 %	29
<i>Academic B (F)</i>	2.09 %	0.00 %	0.00 %	2.09 %	5.59 %	8.45 %	11.28 %	15.09 %	3.42 %	29
<b>Academic C</b>	<b>10.36 %</b>	<b>2.74 %</b>	<b>3.20 %</b>	<b>5.47 %</b>	<b>6.05 %</b>	<b>8.79 %</b>	<b>10.18 %</b>	<b>12.96 %</b>	<b>6.89 %</b>	<b>29</b>
<i>Academic C (M)</i>	12.87 %	1.56 %	3.68 %	5.53 %	6.64 %	9.71 %	11.43 %	15.58 %	7.49 %	29
<i>Academic C (F)</i>	6.92 %	2.03 %	2.77 %	4.09 %	6.25 %	8.32 %	10.58 %	14.84 %	6.31 %	29
<b>Academic D</b>	<b>9.95 %</b>	<b>2.88 %</b>	<b>5.05 %</b>	<b>6.29 %</b>	<b>7.63 %</b>	<b>9.95 %</b>	<b>11.73 %</b>	<b>15.98 %</b>	<b>7.74 %</b>	<b>29</b>
<i>Academic D (M)</i>	10.90 %	2.78 %	5.25 %	6.10 %	7.29 %	10.90 %	12.99 %	18.73 %	8.09 %	29
<i>Academic D (F)</i>	7.98 %	0.00 %	3.91 %	5.26 %	6.96 %	8.42 %	12.86 %	33.33 %	7.16 %	29
<b>Academic E</b>	<b>10.20 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>4.27 %</b>	<b>7.22 %</b>	<b>10.20 %</b>	<b>12.52 %</b>	<b>18.89 %</b>	<b>8.51 %</b>	<b>29</b>
<i>Academic E (M)</i>	10.21 %	0.00 %	0.00 %	2.70 %	6.45 %	10.67 %	14.79 %	18.67 %	8.40 %	29
<i>Academic E (F)</i>	10.17 %	0.00 %	0.00 %	0.00 %	6.15 %	10.71 %	14.69 %	27.79 %	8.81 %	29

## Academic Promotions Success Rate

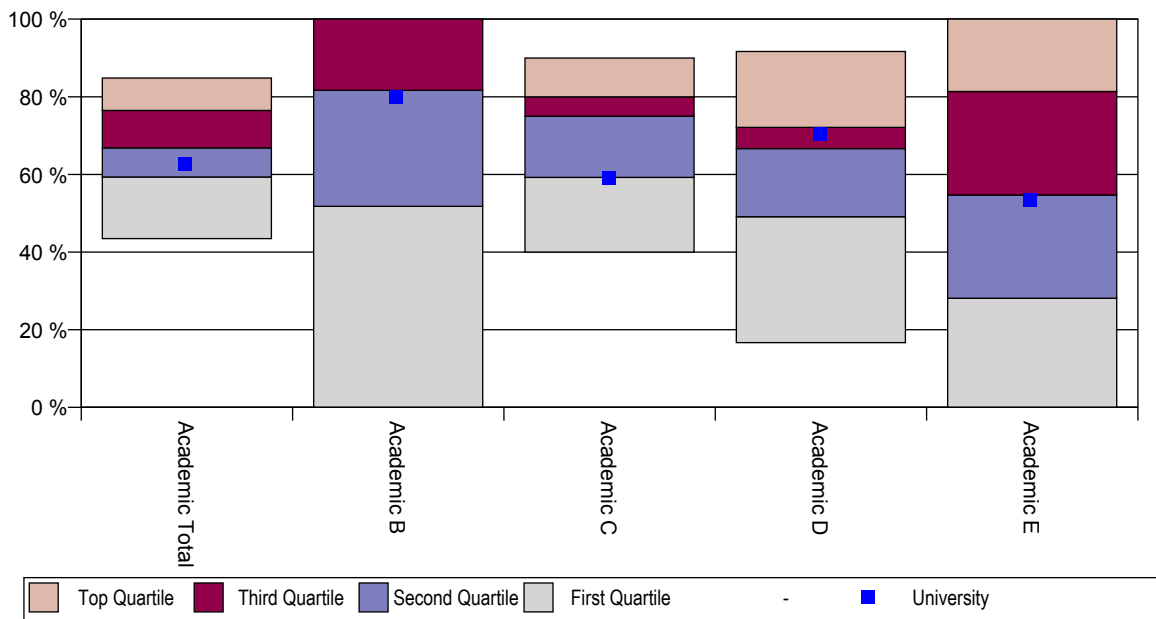
Successful applications for academic promotion

Total applications for academic promotion

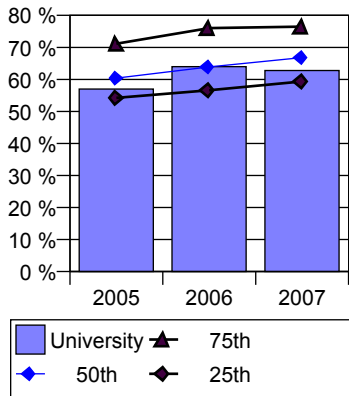
### DEFINITION

The Academic Promotions Success Rate is the percentage of all applications for academic promotion who were successfully promoted in the period. A high result may reflect effective employee development strategies or conversely indicate that further review is necessary to ensure conditions for promotion are adequately met. A low result may highlight employee development issues and have implications for employee job satisfaction. Also, further investigation may be necessary to ensure that worthy candidates are not overlooked for promotion.

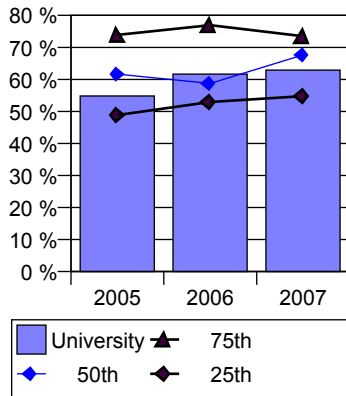
Graph: University Results versus Percentile Ranges



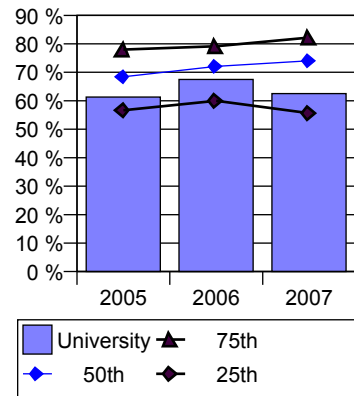
Graph: Academic Total



Graph: Academic Total (M)



Graph: Academic Total (F)



### Academic Promotions Success Rate

	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
<b>Academic Total</b>	<b>62.79 %</b>	<b>43.48 %</b>	<b>49.94 %</b>	<b>59.35 %</b>	<b>66.84 %</b>	<b>76.47 %</b>	<b>80.07 %</b>	<b>84.85 %</b>	<b>68.16 %</b>	<b>30</b>
<i>Academic Total (M)</i>	62.90 %	35.71 %	49.29 %	54.80 %	67.64 %	73.48 %	78.90 %	86.96 %	66.73 %	30
<i>Academic Total (F)</i>	62.50 %	33.33 %	48.12 %	55.65 %	74.04 %	82.20 %	87.64 %	96.00 %	70.24 %	30
<b>Academic B</b>	<b>80.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>51.79 %</b>	<b>81.67 %</b>	<b>100.00 %</b>	<b>100.00 %</b>	<b>100.00 %</b>	<b>84.39 %</b>	<b>30</b>
<i>Academic B (M)</i>	100.00 %	0.00 %	0.00 %	42.50 %	97.22 %	100.00 %	100.00 %	100.00 %	85.96 %	30
<i>Academic B (F)</i>	66.67 %	0.00 %	0.00 %	50.00 %	91.67 %	100.00 %	100.00 %	100.00 %	82.93 %	30
<b>Academic C</b>	<b>58.97 %</b>	<b>40.00 %</b>	<b>50.00 %</b>	<b>59.23 %</b>	<b>75.00 %</b>	<b>80.00 %</b>	<b>82.19 %</b>	<b>90.00 %</b>	<b>73.10 %</b>	<b>30</b>
<i>Academic C (M)</i>	60.71 %	25.00 %	44.50 %	55.39 %	68.83 %	77.65 %	84.00 %	100.00 %	69.95 %	30
<i>Academic C (F)</i>	54.55 %	0.00 %	39.33 %	69.42 %	78.76 %	87.61 %	100.00 %	100.00 %	76.76 %	30
<b>Academic D</b>	<b>70.37 %</b>	<b>16.67 %</b>	<b>36.83 %</b>	<b>49.11 %</b>	<b>66.67 %</b>	<b>72.14 %</b>	<b>82.10 %</b>	<b>91.67 %</b>	<b>62.92 %</b>	<b>30</b>
<i>Academic D (M)</i>	70.00 %	0.00 %	33.00 %	48.79 %	66.67 %	76.92 %	81.00 %	100.00 %	64.11 %	30
<i>Academic D (F)</i>	71.43 %	0.00 %	9.00 %	38.13 %	56.35 %	77.68 %	83.33 %	100.00 %	60.78 %	30
<b>Academic E</b>	<b>53.33 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>28.13 %</b>	<b>54.71 %</b>	<b>81.37 %</b>	<b>100.00 %</b>	<b>100.00 %</b>	<b>53.44 %</b>	<b>30</b>
<i>Academic E (M)</i>	50.00 %	0.00 %	0.00 %	21.25 %	51.19 %	75.00 %	100.00 %	100.00 %	55.09 %	30
<i>Academic E (F)</i>	66.67 %	0.00 %	0.00 %	0.00 %	29.17 %	91.67 %	100.00 %	100.00 %	49.44 %	30

## Honorary/Visiting Academics

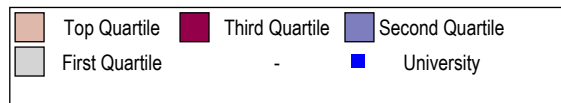
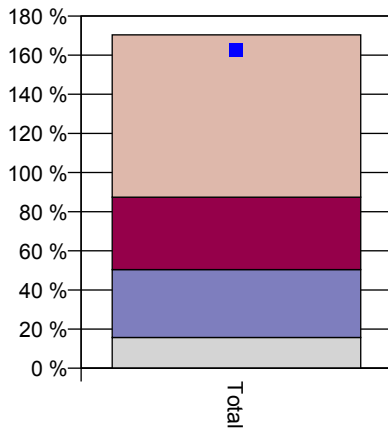
Headcount of honorary academic employed during one year period

Headcount of academic staff

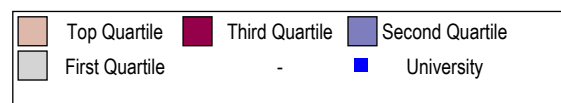
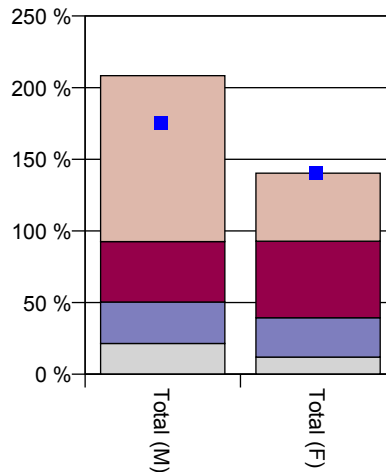
### DEFINITION

This is the total number of academics who are visiting, seconded or on exchange from another institution to engage in scholarly activity, relative to the total number of academic staff in the University. Examples include Adjunct Professors, Associates, Visiting Professor, Visiting Fellow, Visiting Scholar, Honorary and Conjoint staff.

Graph: University Results versus Percentile Ranges

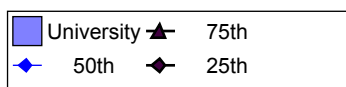
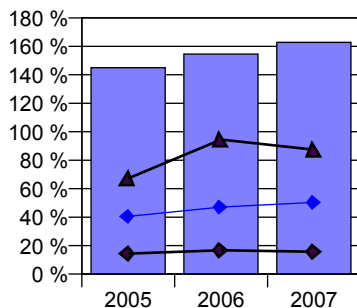


Graph: University Results versus Percentile Ranges

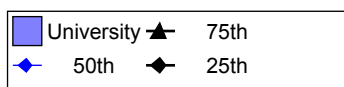
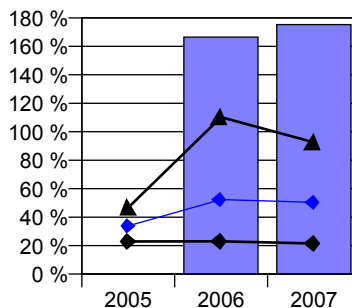


	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
<b>Total</b>	<b>162.79 %</b>	<b>0.00 %</b>	<b>9.23 %</b>	<b>15.71 %</b>	<b>50.39 %</b>	<b>87.39 %</b>	<b>142.65 %</b>	<b>170.33 %</b>	<b>76.48 %</b>	<b>33</b>
Total (M)	175.29 %	0.00 %	7.09 %	21.46 %	50.36 %	92.54 %	173.34 %	208.39 %	90.75 %	32
Total (F)	140.33 %	0.00 %	5.88 %	12.00 %	39.41 %	92.82 %	116.32 %	140.33 %	68.61 %	32

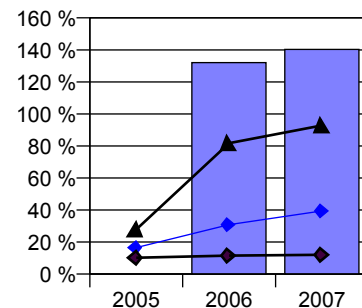
Graph: Total



Graph: Total (M)



Graph: Total (F)



## Age Profile

Total Staff FTE of Age Group

Total Staff FTE

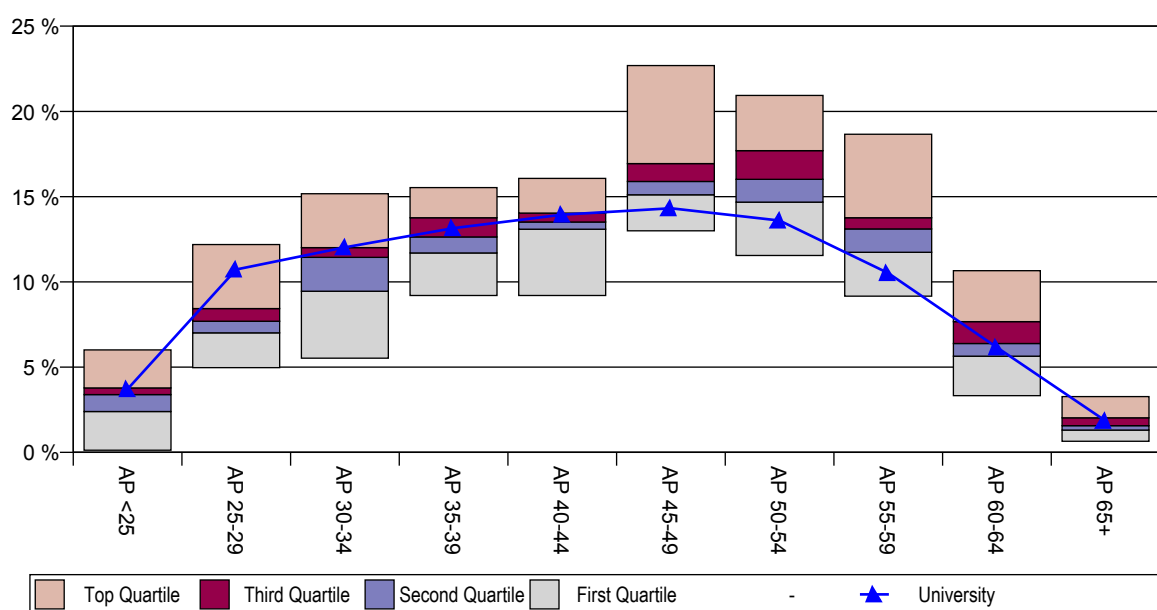
### DEFINITION

The Age Profile gives an indication of the demographics of the organisation by showing the spread of ages. This can indicate whether the current workforce is reflective of the wider community.

The median age of recruitments and separations provides information about the age profile of new and exiting employees respectively. These measures can be particularly useful when addressing issues such as workforce aging, recruitment and retention. This information is best utilised when analysing like workforce groups, for example, academic staff.

### Total

Graph: University Results versus Percentile Ranges



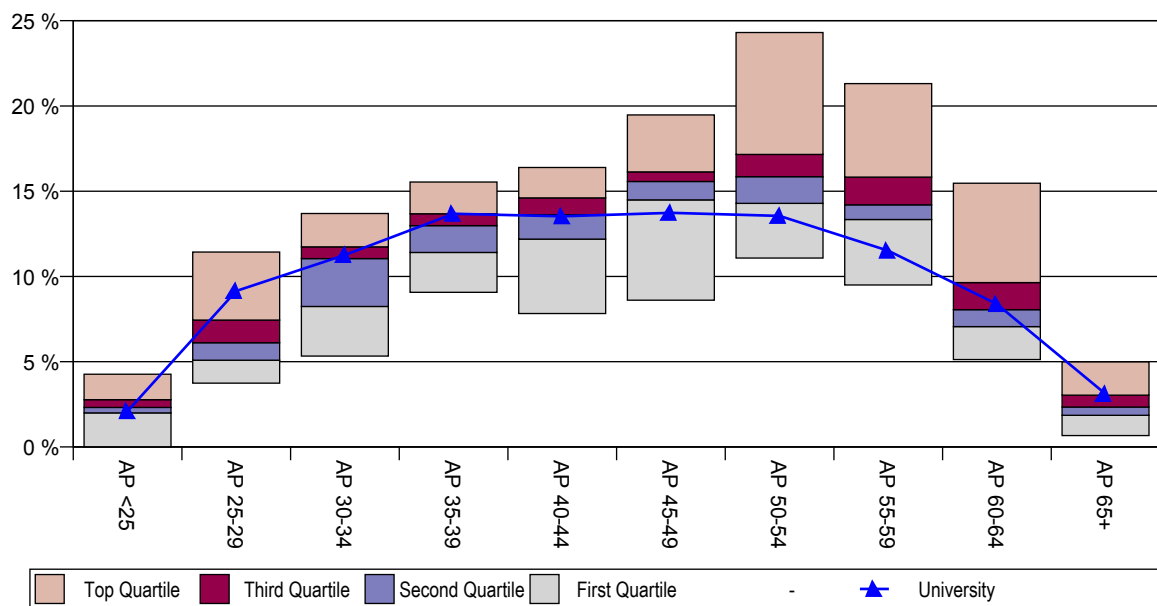
	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
AP <25	3.71 %	0.13 %	1.92 %	2.40 %	3.39 %	3.78 %	4.17 %	6.01 %	3.14 %	33
AP 25-29	10.73 %	4.97 %	5.37 %	7.01 %	7.69 %	8.44 %	10.84 %	12.19 %	8.65 %	33
AP 30-34	12.03 %	5.53 %	7.61 %	9.45 %	11.44 %	12.01 %	14.13 %	15.17 %	11.96 %	33
AP 35-39	13.15 %	9.20 %	10.48 %	11.70 %	12.64 %	13.76 %	14.54 %	15.53 %	13.08 %	33
AP 40-44	13.94 %	9.20 %	12.06 %	13.09 %	13.51 %	14.04 %	15.16 %	16.07 %	13.57 %	33
AP 45-49	14.32 %	13.00 %	13.79 %	15.11 %	15.89 %	16.94 %	17.90 %	22.69 %	15.38 %	33
AP 50-54	13.60 %	11.55 %	13.26 %	14.68 %	16.02 %	17.70 %	19.75 %	20.94 %	15.29 %	33
AP 55-59	10.52 %	9.16 %	10.88 %	11.74 %	13.11 %	13.76 %	16.54 %	18.66 %	12.47 %	33
AP 60-64	6.16 %	3.33 %	5.23 %	5.64 %	6.39 %	7.67 %	8.66 %	10.66 %	6.50 %	33
AP 65+	1.85 %	0.65 %	1.05 %	1.31 %	1.57 %	2.03 %	2.37 %	3.27 %	1.64 %	33

Med Rec	35.11	33.00	33.93	35.08	37.32	39.06	40.50	44.35	na	24
Med Sep	39.03	35.40	37.23	39.00	40.79	43.58	46.40	49.25	na	27

## Age Profile

### Male

Graph: University Results versus Percentile Ranges



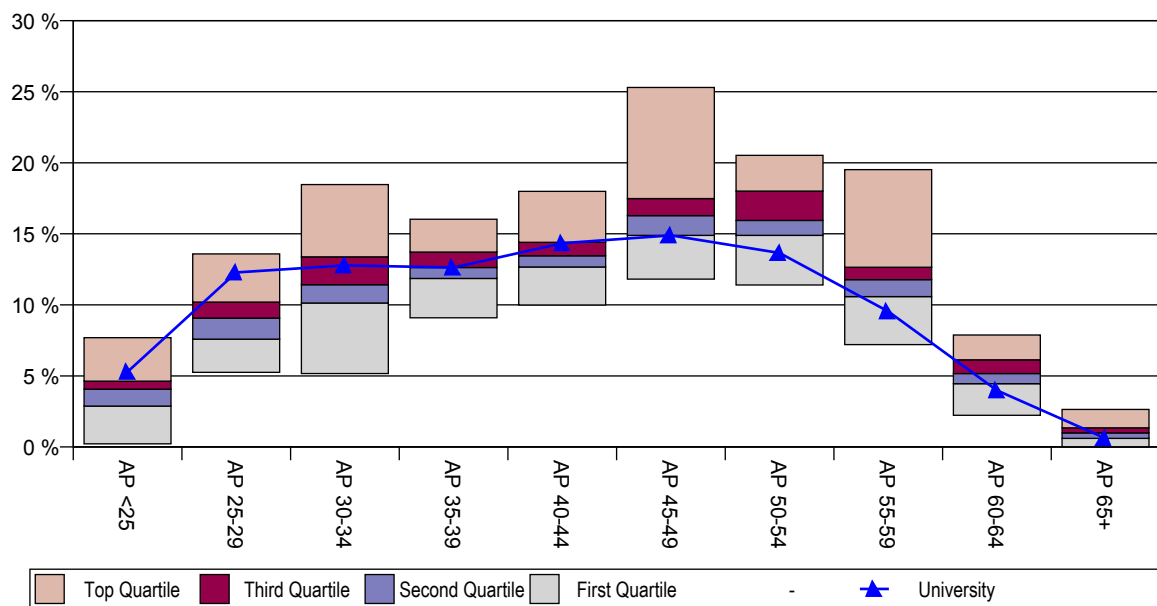
	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
AP <25	2.10 %	0.00 %	0.85 %	2.00 %	2.32 %	2.77 %	3.36 %	4.27 %	2.33 %	33
AP 25-29	9.15 %	3.74 %	4.20 %	5.09 %	6.11 %	7.44 %	8.99 %	11.43 %	7.03 %	33
AP 30-34	11.26 %	5.33 %	6.44 %	8.24 %	11.05 %	11.74 %	13.01 %	13.69 %	11.19 %	33
AP 35-39	13.68 %	9.07 %	9.80 %	11.41 %	12.98 %	13.68 %	14.79 %	15.54 %	13.15 %	33
AP 40-44	13.53 %	7.83 %	11.28 %	12.19 %	13.62 %	14.61 %	15.03 %	16.39 %	13.85 %	33
AP 45-49	13.73 %	8.61 %	13.75 %	14.49 %	15.57 %	16.13 %	17.75 %	19.47 %	15.19 %	33
AP 50-54	13.55 %	11.08 %	13.55 %	14.29 %	15.85 %	17.16 %	20.21 %	24.31 %	15.25 %	33
AP 55-59	11.51 %	9.50 %	11.77 %	13.34 %	14.20 %	15.83 %	17.15 %	21.31 %	13.56 %	33
AP 60-64	8.38 %	5.13 %	6.26 %	7.06 %	8.05 %	9.64 %	11.63 %	15.47 %	8.01 %	33
AP 65+	3.11 %	0.67 %	1.54 %	1.86 %	2.34 %	3.04 %	3.46 %	4.99 %	2.40 %	33

Med Rec	37.07	34.00	34.00	34.95	37.07	39.35	40.87	45.10	na	23
Med Sep	40.75	35.70	37.98	40.00	42.00	47.38	50.50	53.00	na	26

## Age Profile

### Female

Graph: University Results versus Percentile Ranges



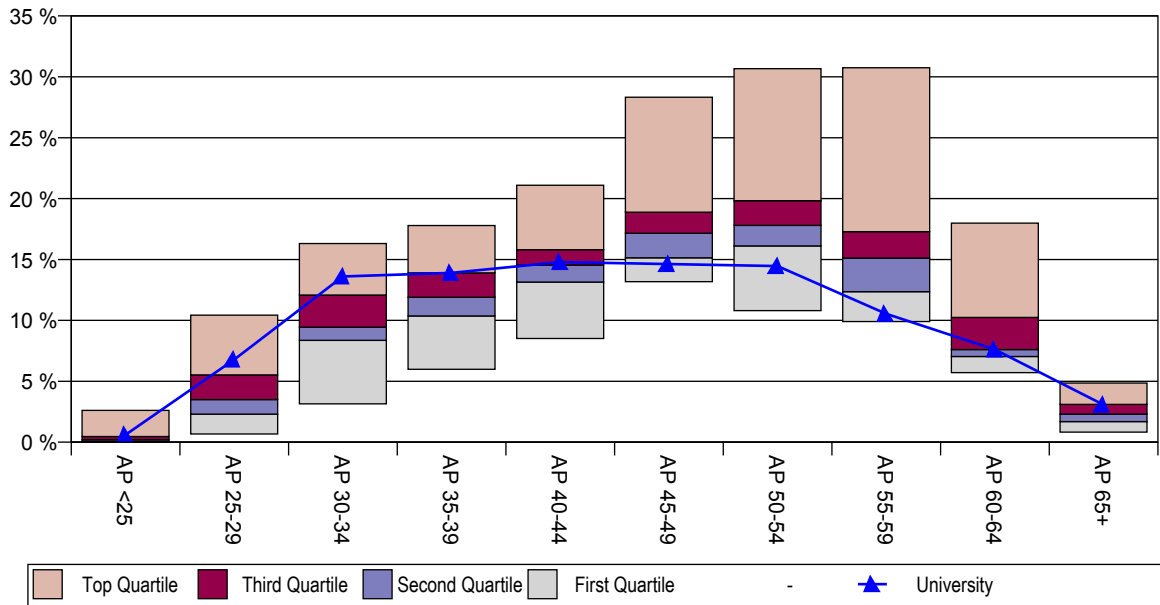
	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
AP <25	5.29 %	0.22 %	2.37 %	2.88 %	4.07 %	4.63 %	5.27 %	7.69 %	3.85 %	33
AP 25-29	12.28 %	5.25 %	5.98 %	7.59 %	9.07 %	10.20 %	12.89 %	13.59 %	10.06 %	33
AP 30-34	12.78 %	5.17 %	8.51 %	10.13 %	11.42 %	13.38 %	15.44 %	18.47 %	12.64 %	33
AP 35-39	12.63 %	9.09 %	10.60 %	11.86 %	12.63 %	13.72 %	14.44 %	16.03 %	13.02 %	33
AP 40-44	14.34 %	9.99 %	11.70 %	12.67 %	13.46 %	14.40 %	15.30 %	17.99 %	13.33 %	33
AP 45-49	14.89 %	11.81 %	14.02 %	14.89 %	16.28 %	17.48 %	18.65 %	25.30 %	15.55 %	33
AP 50-54	13.65 %	11.40 %	12.69 %	14.89 %	15.94 %	18.01 %	19.58 %	20.52 %	15.33 %	33
AP 55-59	9.54 %	7.20 %	9.67 %	10.58 %	11.78 %	12.65 %	14.83 %	19.52 %	11.51 %	33
AP 60-64	3.98 %	2.23 %	3.98 %	4.45 %	5.17 %	6.13 %	7.23 %	7.88 %	5.17 %	33
AP 65+	0.61 %	0.00 %	0.46 %	0.61 %	0.99 %	1.35 %	1.66 %	2.64 %	0.98 %	33

Med Rec	33.97	33.00	33.51	35.00	37.00	38.61	42.42	43.60	na	23
Med Sep	38.37	35.00	36.70	37.67	39.00	42.83	45.60	47.48	na	26

## Age Profile

### Academic Total

Graph: University Results versus Percentile Ranges



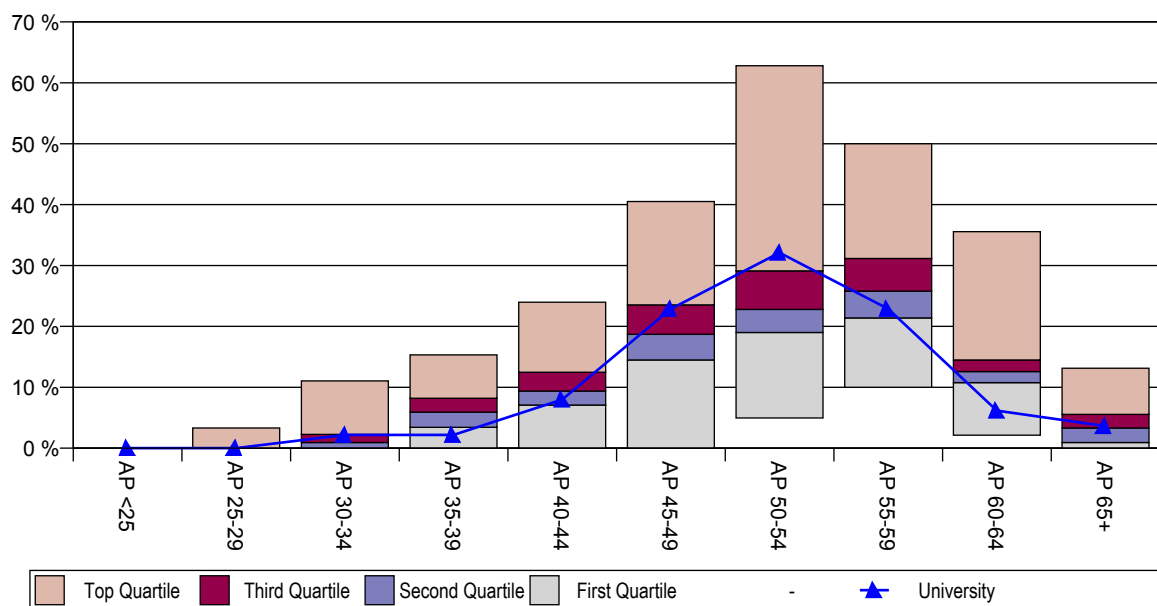
	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
AP <25	0.61 %	0.00 %	0.00 %	0.08 %	0.21 %	0.47 %	1.00 %	2.61 %	0.63 %	33
AP 25-29	6.78 %	0.67 %	1.66 %	2.30 %	3.50 %	5.52 %	6.79 %	10.43 %	5.46 %	33
AP 30-34	13.61 %	3.15 %	5.17 %	8.36 %	9.44 %	12.08 %	14.33 %	16.31 %	11.62 %	33
AP 35-39	13.90 %	5.99 %	8.55 %	10.36 %	11.90 %	13.90 %	14.86 %	17.79 %	13.16 %	33
AP 40-44	14.79 %	8.52 %	12.44 %	13.15 %	14.55 %	15.81 %	17.54 %	21.10 %	14.87 %	33
AP 45-49	14.63 %	13.18 %	14.57 %	15.14 %	17.16 %	18.88 %	21.37 %	28.33 %	16.75 %	33
AP 50-54	14.46 %	10.80 %	13.72 %	16.12 %	17.80 %	19.83 %	22.85 %	30.67 %	16.68 %	33
AP 55-59	10.54 %	9.91 %	10.58 %	12.36 %	15.12 %	17.29 %	20.84 %	30.75 %	14.05 %	33
AP 60-64	7.61 %	5.71 %	6.01 %	7.04 %	7.61 %	10.24 %	11.39 %	17.99 %	8.01 %	33
AP 65+	3.07 %	0.83 %	1.37 %	1.69 %	2.30 %	3.10 %	3.88 %	4.86 %	2.39 %	33

Med Rec	37.24	33.60	34.82	37.62	39.51	43.13	44.13	45.00	na	24
Med Sep	40.40	36.60	38.80	42.15	44.00	47.89	51.91	56.00	na	26

## Age Profile

### Senior Staff

Graph: University Results versus Percentile Ranges



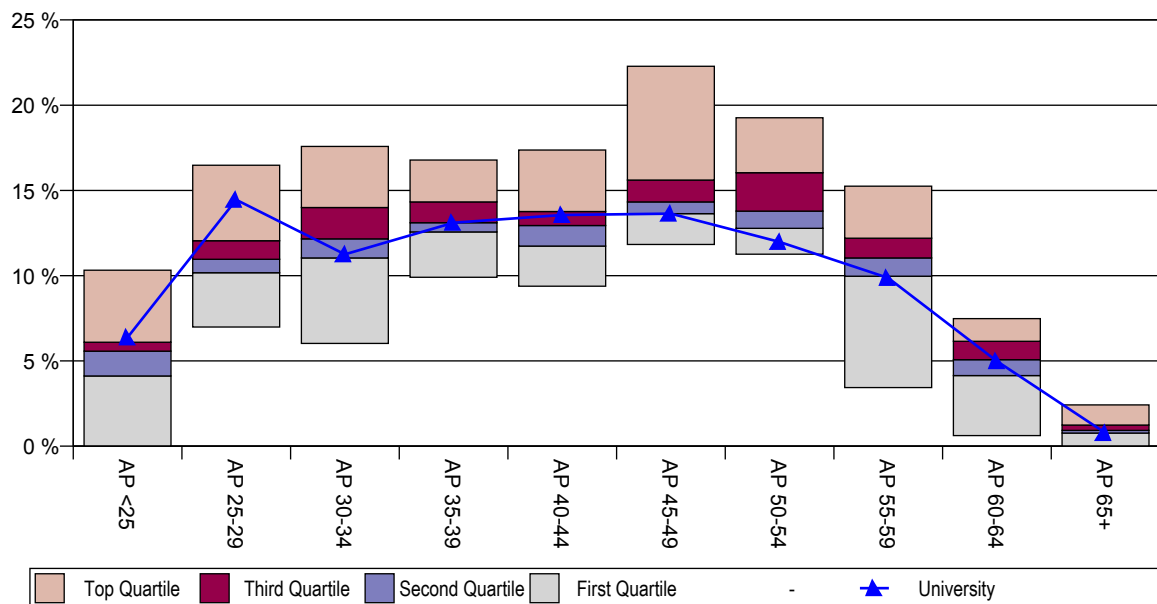
	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
AP <25	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	33
AP 25-29	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.85 %	3.31 %	0.15 %	33
AP 30-34	2.18 %	0.00 %	0.00 %	0.00 %	0.92 %	2.27 %	3.40 %	11.04 %	1.65 %	32
AP 35-39	2.18 %	0.00 %	1.53 %	3.42 %	5.93 %	8.20 %	10.93 %	15.33 %	5.87 %	33
AP 40-44	7.99 %	0.00 %	3.52 %	7.08 %	9.38 %	12.47 %	14.12 %	23.97 %	10.35 %	33
AP 45-49	22.88 %	0.00 %	9.53 %	14.48 %	18.69 %	23.53 %	27.31 %	40.50 %	17.88 %	33
AP 50-54	32.10 %	4.95 %	15.97 %	18.99 %	22.78 %	29.11 %	34.63 %	62.81 %	25.35 %	33
AP 55-59	22.88 %	9.99 %	17.87 %	21.39 %	25.80 %	31.15 %	33.51 %	50.00 %	25.09 %	33
AP 60-64	6.17 %	2.14 %	6.37 %	10.77 %	12.59 %	14.48 %	20.71 %	35.56 %	12.01 %	33
AP 65+	3.63 %	0.00 %	0.00 %	0.92 %	3.31 %	5.56 %	6.65 %	13.14 %	2.68 %	33

Med Rec	53.23	40.00	44.83	46.51	48.97	50.92	54.82	60.02	na	22
Med Sep	53.04	45.00	47.50	49.73	53.02	58.00	60.75	62.43	na	26

## Age Profile

### General Total

Graph: University Results versus Percentile Ranges



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
AP <25	6.38 %	0.00 %	3.14 %	4.12 %	5.57 %	6.10 %	7.13 %	10.32 %	5.18 %	33
AP 25-29	14.45 %	6.99 %	8.16 %	10.17 %	10.96 %	12.05 %	13.80 %	16.48 %	11.48 %	33
AP 30-34	11.25 %	6.03 %	8.89 %	11.04 %	12.16 %	14.00 %	15.37 %	17.58 %	12.79 %	33
AP 35-39	13.11 %	9.91 %	11.42 %	12.57 %	13.11 %	14.33 %	15.67 %	16.78 %	13.43 %	33
AP 40-44	13.56 %	9.38 %	10.63 %	11.74 %	12.94 %	13.76 %	14.83 %	17.37 %	12.79 %	33
AP 45-49	13.64 %	11.83 %	12.52 %	13.64 %	14.33 %	15.61 %	16.52 %	22.28 %	14.23 %	33
AP 50-54	11.98 %	11.26 %	11.87 %	12.78 %	13.79 %	16.04 %	17.12 %	19.26 %	13.70 %	33
AP 55-59	9.87 %	3.44 %	8.52 %	9.97 %	11.04 %	12.20 %	12.82 %	15.25 %	10.59 %	33
AP 60-64	4.99 %	0.62 %	3.63 %	4.14 %	5.07 %	6.15 %	6.64 %	7.48 %	5.07 %	33
AP 65+	0.77 %	0.00 %	0.47 %	0.77 %	0.93 %	1.24 %	1.50 %	2.42 %	1.03 %	33

Med Rec	31.99	31.99	32.00	32.75	35.00	37.00	37.94	42.00	na	23
Med Sep	37.25	33.10	35.25	36.85	38.33	40.00	44.14	47.00	na	26

## Length of Service Profile

Total Staff FTE of Length of Service Group

Total Staff FTE

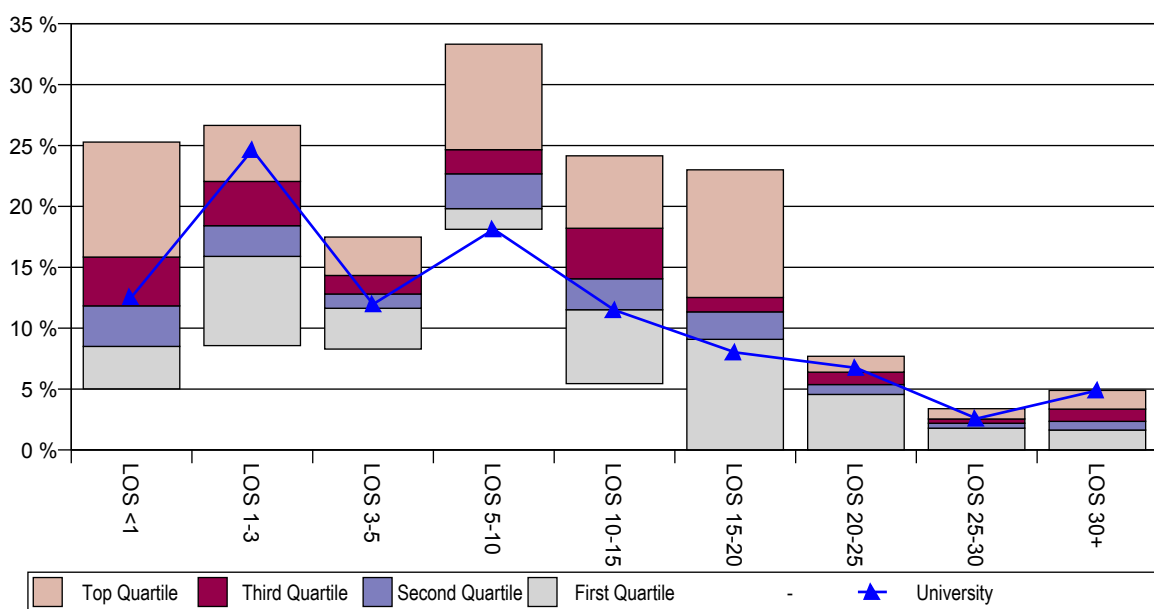
### DEFINITION

The length of service profile shows the balance of experience and new talent of the organisation. The profile can provide an indication of the organisational experience and knowledge within the workforce as well as the amount of change in the staffing of the organisation. Higher proportion of low length of service can indicate higher turnover or retention issues as well as successful attempts to rejuvenate or expand the workforce. Larger proportions of long term employees can be a flag to investigate matters such as regeneration of the workforce, capabilities, staff development or signal the successful use of retention strategies as well as prompt the need for succession strategies.

Median length service for current and separating staff demonstrates the typical period of service of the relevant workforce group. This provides insightful information to the current workforce profile as well as the length of service of the departing staff.

### Total

Graph: University Results versus Percentile Ranges



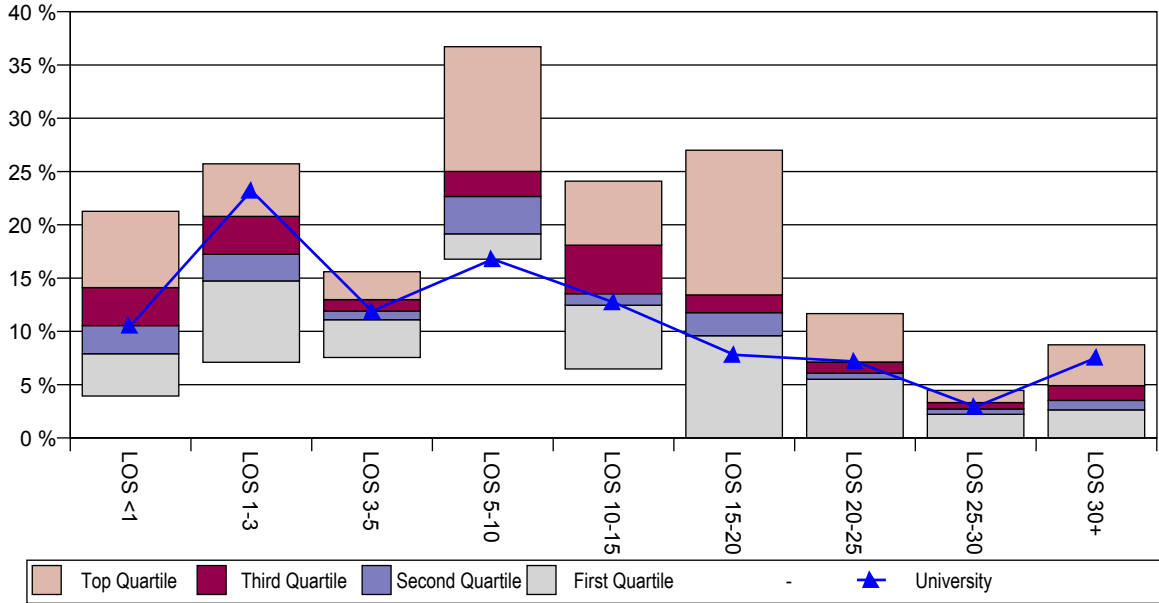
	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
LOS <1	12.56 %	5.02 %	7.12 %	8.50 %	11.83 %	15.84 %	18.44 %	25.28 %	12.66 %	27
LOS 1-3	24.64 %	8.57 %	13.87 %	15.90 %	18.41 %	22.05 %	24.36 %	26.65 %	19.29 %	27
LOS 3-5	11.96 %	8.29 %	10.88 %	11.64 %	12.81 %	14.33 %	15.35 %	17.48 %	12.88 %	25
LOS 5-10	18.12 %	18.12 %	18.65 %	19.82 %	22.67 %	24.66 %	28.07 %	33.32 %	22.22 %	26
LOS 10-15	11.48 %	5.45 %	10.29 %	11.52 %	14.06 %	18.21 %	20.63 %	24.15 %	13.82 %	27
LOS 15-20	8.01 %	0.00 %	8.02 %	9.08 %	11.34 %	12.52 %	13.60 %	23.00 %	10.88 %	27
LOS 20-25	6.74 %	0.00 %	3.25 %	4.56 %	5.37 %	6.39 %	6.70 %	7.69 %	5.27 %	27
LOS 25-30	2.58 %	0.00 %	0.84 %	1.79 %	2.20 %	2.55 %	2.85 %	3.39 %	2.10 %	27
LOS 30+	4.89 %	0.00 %	0.69 %	1.64 %	2.35 %	3.36 %	3.83 %	4.89 %	2.47 %	26

LOS Cur	5.01	3.00	3.96	4.93	5.55	8.23	9.17	9.32	na	20
LOS Sep	2.72	1.00	1.41	2.15	2.97	4.13	6.59	7.47	na	20

### Length of Service Profile

**Male**

**Graph: University Results versus Percentile Ranges**



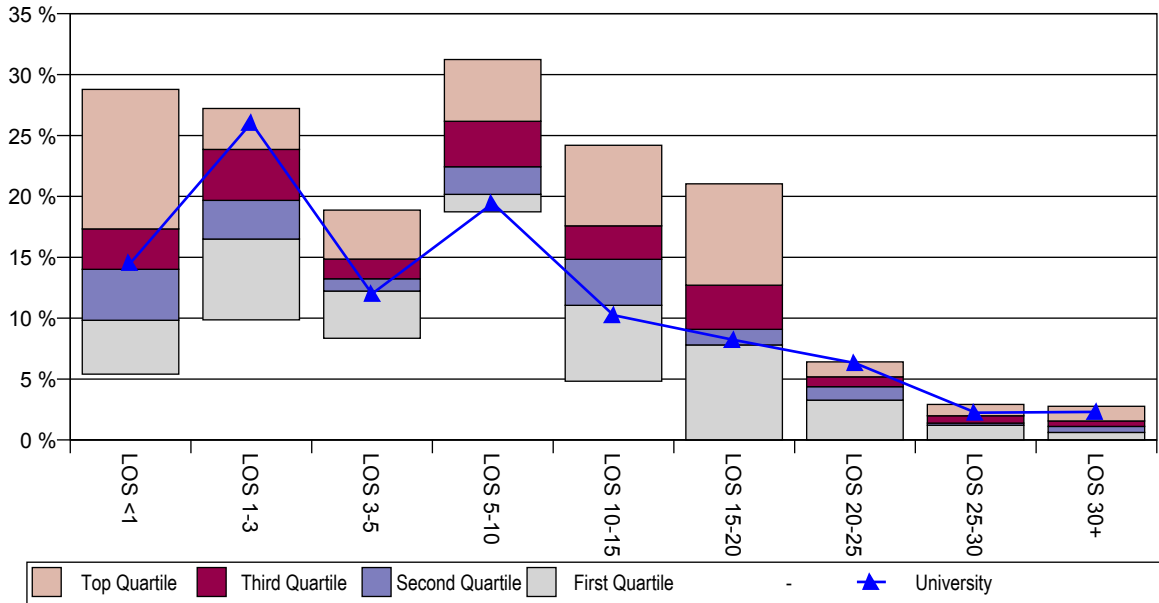
	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
LOS <1	10.54 %	3.93 %	6.31 %	7.90 %	10.54 %	14.11 %	16.71 %	21.27 %	11.11 %	27
LOS 1-3	23.21 %	7.10 %	11.98 %	14.74 %	17.24 %	20.79 %	22.80 %	25.72 %	18.08 %	27
LOS 3-5	11.91 %	7.55 %	8.94 %	11.10 %	11.91 %	12.99 %	14.62 %	15.60 %	12.18 %	25
LOS 5-10	16.78 %	16.78 %	17.75 %	19.16 %	22.66 %	25.01 %	27.29 %	36.72 %	21.84 %	26
LOS 10-15	12.73 %	6.48 %	10.95 %	12.46 %	13.54 %	18.09 %	20.10 %	24.10 %	14.18 %	27
LOS 15-20	7.80 %	0.00 %	8.22 %	9.59 %	11.76 %	13.42 %	15.37 %	27.00 %	11.67 %	27
LOS 20-25	7.18 %	0.00 %	4.43 %	5.51 %	6.09 %	7.13 %	8.18 %	11.67 %	6.26 %	27
LOS 25-30	2.92 %	0.00 %	1.23 %	2.22 %	2.72 %	3.32 %	3.76 %	4.46 %	2.73 %	27
LOS 30+	7.54 %	0.00 %	1.07 %	2.64 %	3.52 %	4.91 %	6.24 %	8.74 %	3.86 %	26

LOS Cur	5.71	3.58	4.80	5.83	7.00	8.65	9.61	11.21	na	19
LOS Sep	3.24	1.00	2.00	2.99	3.50	5.15	7.63	8.22	na	19

### Length of Service Profile

**Female**

**Graph: University Results versus Percentile Ranges**



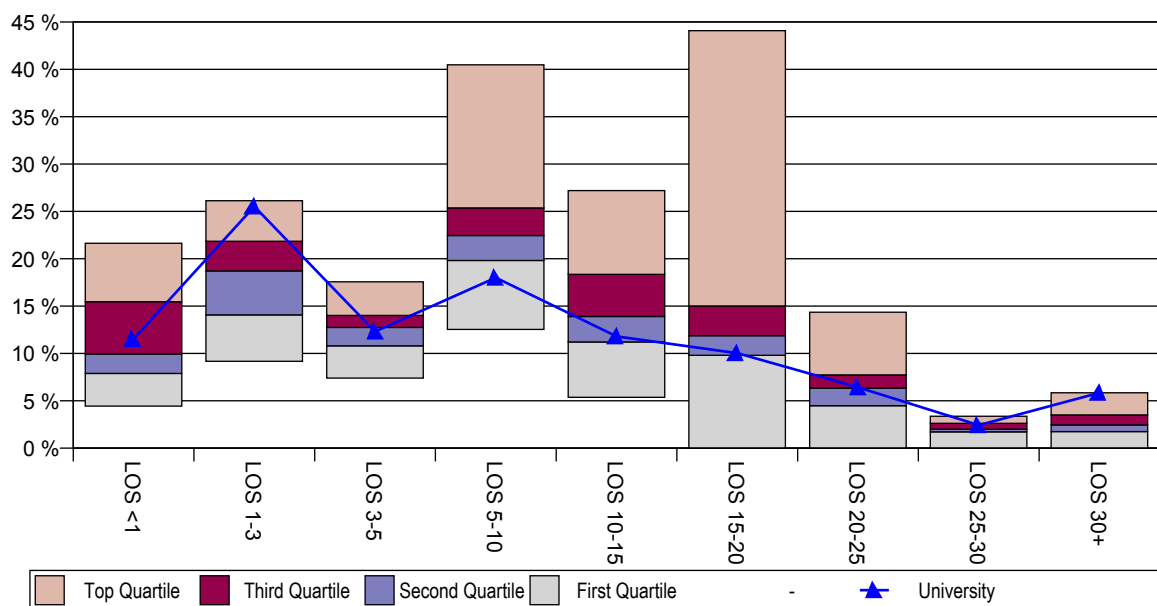
	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
LOS <1	14.54 %	5.40 %	6.95 %	9.83 %	14.01 %	17.33 %	20.53 %	28.79 %	14.01 %	27
LOS 1-3	26.04 %	9.86 %	14.95 %	16.50 %	19.67 %	23.86 %	25.12 %	27.22 %	20.33 %	27
LOS 3-5	12.00 %	8.35 %	11.55 %	12.23 %	13.23 %	14.86 %	16.57 %	18.87 %	13.49 %	25
LOS 5-10	19.43 %	18.73 %	19.40 %	20.17 %	22.43 %	26.17 %	29.24 %	31.24 %	22.55 %	26
LOS 10-15	10.25 %	4.82 %	9.40 %	11.06 %	14.83 %	17.58 %	20.67 %	24.20 %	13.50 %	27
LOS 15-20	8.21 %	0.00 %	6.92 %	7.80 %	9.08 %	12.71 %	13.31 %	21.03 %	10.19 %	27
LOS 20-25	6.31 %	0.00 %	2.53 %	3.27 %	4.37 %	5.18 %	6.27 %	6.41 %	4.41 %	27
LOS 25-30	2.24 %	0.00 %	0.58 %	1.21 %	1.38 %	1.99 %	2.40 %	2.92 %	1.55 %	27
LOS 30+	2.31 %	0.00 %	0.29 %	0.62 %	1.11 %	1.56 %	2.06 %	2.77 %	1.26 %	26

LOS Cur	4.47	3.00	3.48	4.05	5.04	6.61	8.64	9.17	na	19
LOS Sep	2.44	0.91	1.06	2.00	2.44	3.81	6.10	6.94	na	19

## Length of Service Profile

### Academic Total

Graph: University Results versus Percentile Ranges



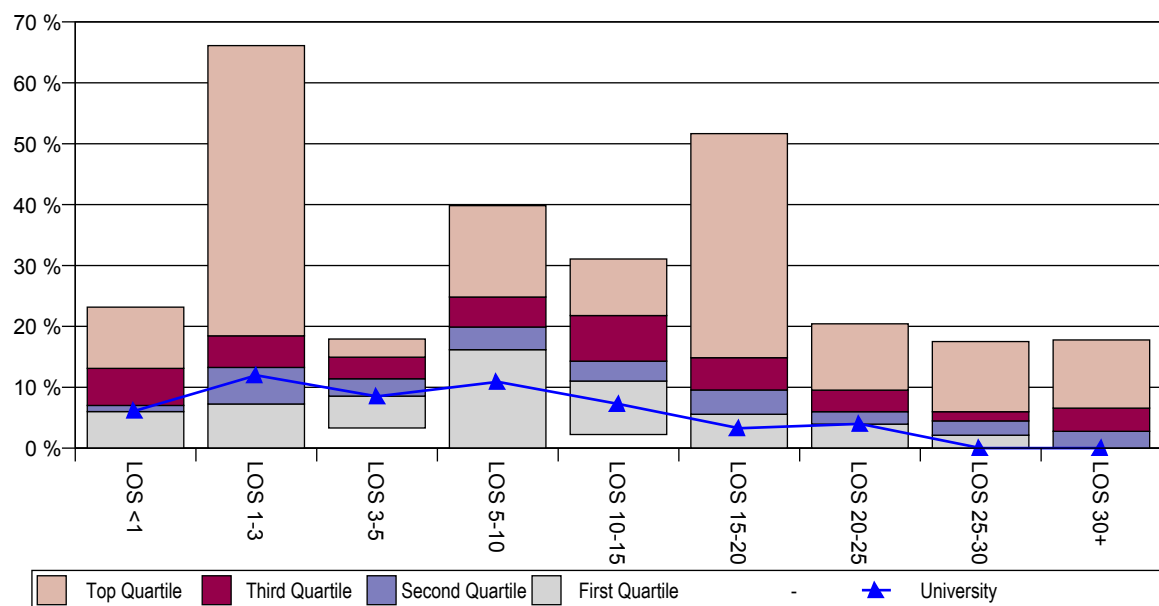
	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
LOS <1	11.53 %	4.44 %	6.35 %	7.89 %	9.94 %	15.46 %	19.15 %	21.64 %	12.36 %	27
LOS 1-3	25.52 %	9.18 %	12.09 %	14.07 %	18.72 %	21.84 %	24.82 %	26.12 %	19.28 %	27
LOS 3-5	12.31 %	7.40 %	9.41 %	10.81 %	12.75 %	14.02 %	15.38 %	17.56 %	12.94 %	25
LOS 5-10	18.00 %	12.54 %	17.24 %	19.82 %	22.45 %	25.36 %	28.90 %	40.48 %	22.06 %	26
LOS 10-15	11.80 %	5.37 %	9.66 %	11.21 %	13.91 %	18.36 %	22.55 %	27.20 %	14.07 %	27
LOS 15-20	10.03 %	0.00 %	7.47 %	9.81 %	11.88 %	15.01 %	18.17 %	44.08 %	12.67 %	27
LOS 20-25	6.43 %	0.00 %	3.21 %	4.48 %	6.34 %	7.74 %	10.58 %	14.35 %	6.10 %	27
LOS 25-30	2.43 %	0.00 %	1.37 %	1.72 %	2.01 %	2.62 %	2.99 %	3.37 %	2.12 %	27
LOS 30+	5.85 %	0.00 %	0.82 %	1.76 %	2.46 %	3.51 %	4.68 %	5.85 %	2.66 %	27

LOS Cur	5.04	3.00	4.08	4.98	6.00	7.88	9.29	10.98	na	19
LOS Sep	2.89	1.73	1.93	2.89	3.48	5.71	7.23	11.84	na	18

## Length of Service Profile

### Senior Staff

Graph: University Results versus Percentile Ranges



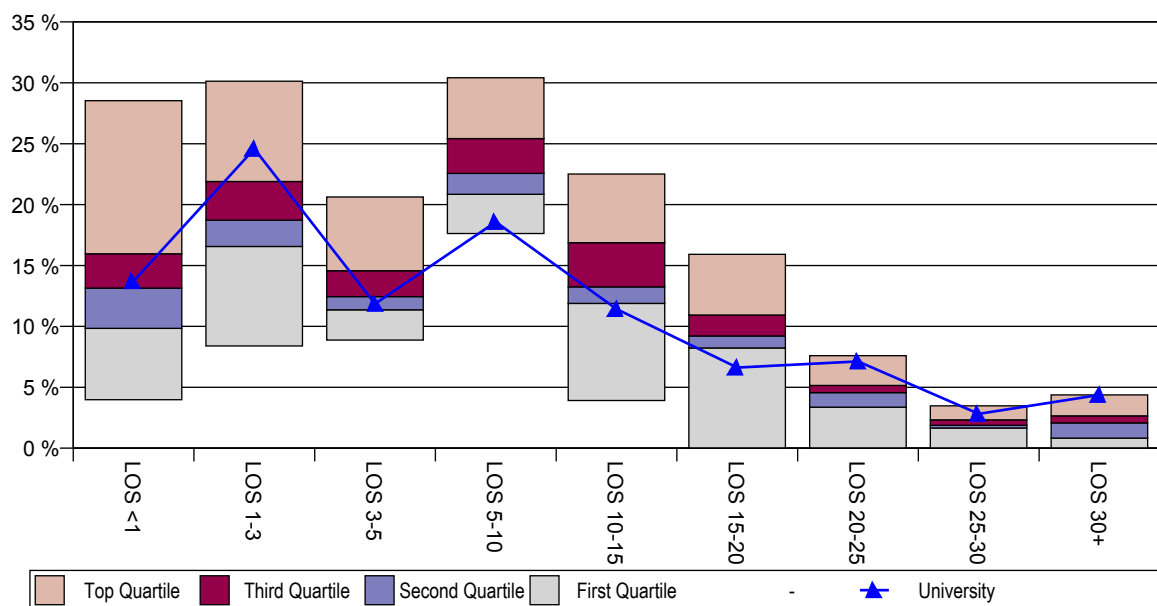
	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
LOS <1	6.17 %	0.00 %	3.73 %	6.02 %	7.03 %	13.11 %	18.68 %	23.16 %	8.97 %	27
LOS 1-3	11.98 %	0.00 %	6.07 %	7.27 %	13.27 %	18.45 %	25.13 %	66.12 %	15.36 %	27
LOS 3-5	8.50 %	3.31 %	7.50 %	8.56 %	11.41 %	14.94 %	16.67 %	17.92 %	11.45 %	25
LOS 5-10	10.89 %	0.00 %	9.29 %	16.17 %	19.89 %	24.83 %	32.55 %	39.82 %	20.43 %	26
LOS 10-15	7.26 %	2.24 %	5.86 %	11.02 %	14.29 %	21.78 %	25.58 %	31.07 %	14.96 %	27
LOS 15-20	3.27 %	0.00 %	3.27 %	5.58 %	9.55 %	14.86 %	18.78 %	51.66 %	14.27 %	27
LOS 20-25	3.99 %	0.00 %	0.00 %	3.96 %	5.99 %	9.53 %	12.75 %	20.43 %	7.72 %	27
LOS 25-30	0.00 %	0.00 %	0.00 %	2.14 %	4.47 %	5.98 %	10.16 %	17.52 %	3.95 %	27
LOS 30+	0.00 %	0.00 %	0.00 %	0.00 %	2.76 %	6.59 %	10.21 %	17.78 %	4.02 %	26

LOS Cur	4.71	2.00	5.10	7.00	8.95	12.34	13.80	18.17	na	19
LOS Sep	5.40	1.30	3.05	4.78	8.01	9.88	10.80	25.00	na	18

## Length of Service Profile

### General Total

Graph: University Results versus Percentile Ranges



	ADE	Min	10th	25th	50th	75th	90th	Max	Avg	Sample
LOS <1	13.72 %	3.98 %	6.86 %	9.84 %	13.15 %	15.96 %	19.75 %	28.53 %	13.06 %	27
LOS 1-3	24.58 %	8.39 %	15.07 %	16.56 %	18.72 %	21.90 %	24.48 %	30.13 %	19.49 %	27
LOS 3-5	11.85 %	8.88 %	10.26 %	11.36 %	12.45 %	14.57 %	16.14 %	20.63 %	12.91 %	25
LOS 5-10	18.58 %	17.63 %	19.89 %	20.85 %	22.57 %	25.42 %	28.44 %	30.42 %	22.43 %	26
LOS 10-15	11.43 %	3.92 %	10.57 %	11.89 %	13.24 %	16.87 %	20.46 %	22.51 %	13.57 %	27
LOS 15-20	6.62 %	0.00 %	6.93 %	8.23 %	9.21 %	10.94 %	12.30 %	15.92 %	9.38 %	27
LOS 20-25	7.12 %	0.00 %	2.84 %	3.37 %	4.56 %	5.15 %	5.50 %	7.60 %	4.54 %	27
LOS 25-30	2.82 %	0.00 %	0.38 %	1.66 %	1.88 %	2.33 %	2.90 %	3.48 %	1.99 %	27
LOS 30+	4.37 %	0.00 %	0.43 %	0.83 %	2.08 %	2.66 %	3.87 %	4.37 %	2.21 %	27

LOS Cur	4.95	3.00	3.96	4.47	5.20	7.05	8.44	8.83	na	19
LOS Sep	2.48	0.70	1.18	2.00	2.89	3.41	4.94	5.89	na	19

# **Section 4 Detailed Data Tables**

**The results of your University compared with all Australian Universities  
Includes year-on-year data and sample size**

**Detailed Data Tables****Ratio of Division to Faculty Staff (Excluding Casuals)**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Division - Total</i>	0.40	0.39	0.40	0.50	0.51	0.53	32	34	33

**Ratio of Division to Faculty Staff (including Casuals)**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Division - Total</i>	0.38	0.35	0.35	0.50	0.48	0.49	25	27	27

**Ratio of General Staff to Academic Staff (Excluding Casuals)**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>General Total</i>	1.26	1.23	1.25	1.37	1.35	1.31	33	34	35

**Ratio of General Staff to Academic Staff (Including Casuals)**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>General Total</i>	1.24	1.20	1.22	1.27	1.23	1.14	27	28	29

**Ratio of Faculty General Staff to Faculty Academic (Excluding Casuals)**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - General</i>	0.63	0.64	0.65	0.60	0.61	0.59	31	34	32

**Ratio of Faculty General Staff to Faculty Academic (Including Casuals)**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - General</i>	0.66	0.66	0.67	0.58	0.58	0.59	24	26	26

**Centralised Staffing Ratio - Finance**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Total</i>	1.3 %	1.3 %	1.3 %	1.8 %	1.7 %	1.7 %	27	29	29

**Centralised Staffing Ratio - Information Technology**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Total</i>	3.8 %	3.9 %	3.6 %	4.4 %	4.2 %	4.5 %	27	29	29

**Centralised Staffing Ratio - Student Services**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Total</i>	1.9 %	1.9 %	1.9 %	2.2 %	2.5 %	2.4 %	26	28	27

**Detailed Data Tables****Centralised Staffing Ratio - Student Administration**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Total</i>	1.3 %	1.2 %	1.3 %	2.5 %	2.7 %	2.9 %	26	27	28

**Centralised Staffing Ratio - Libraries**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Total</i>	4.7 %	4.5 %	4.3 %	4.2 %	4.2 %	4.2 %	27	29	29

**Centralised Staffing Ratio - Buildings/Facilities**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Total</i>	2.0 %	2.1 %	2.2 %	4.0 %	3.8 %	3.8 %	26	28	29

**Centralised Staffing Ratio - Learning and Research**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Total</i>	0.7 %	0.6 %	0.8 %	1.8 %	1.3 %	1.5 %	23	27	28

**Centralised Staffing Ratio - Marketing/Communication Staff**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Total</i>	0.7 %	0.6 %	0.7 %	1.4 %	1.3 %	1.4 %	25	28	28

**Centralised Staffing Ratio - HR Department Staff**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Total</i>	1.2 %	1.2 %	1.2 %	1.4 %	1.4 %	1.5 %	27	29	29

**Centralised Staffing Ratio - Payroll Staff**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Total</i>	0.3 %	0.3 %	0.3 %	0.3 %	0.3 %	0.4 %	26	28	29

**HR Function Staffing Ratio**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Total</i>	1.5 %	1.5 %	1.5 %	1.9 %	1.8 %	1.8 %	30	31	32

**Employment Costs as a % of Revenue**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Total</i>	52.3 %	52.6 %	54.3 %	54.9 %	55.2 %	53.6 %	24	28	29

## Detailed Data Tables

### Ratio of Fixed Term FTE to Ongoing FTE

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - Total</i>			1.15	0.28	0.59	0.64	1	3	29
<i>Division - Total</i>			0.36	0.15	0.19	0.25	1	3	29
<i>HEW 1</i>			0.00		2.52	0.56	0	2	30
<i>HEW 2</i>			0.50		0.48	0.35	0	2	30
<i>HEW 3</i>			1.06		0.39	0.32	0	2	30
<i>HEW 4</i>			0.66		0.50	0.37	0	2	30
<i>HEW 5</i>			0.70		0.29	0.41	0	2	30
<i>HEW 6</i>			1.10		0.20	0.34	0	2	30
<i>HEW 7</i>			0.57		0.27	0.29	0	2	30
<i>HEW 8</i>			0.44		0.17	0.25	0	2	30
<i>HEW 9</i>			0.30		0.16	0.21	0	2	30
<i>HEW 10</i>			0.43		0.18	0.69	0	2	30
<i>HEW 1-5</i>			0.73		0.38	0.38	0	2	30
<i>HEW 6-10</i>			0.68		0.21	0.30	0	2	30
<i>General Total</i>			0.70		0.28	0.34	0	2	32
<i>Academic A</i>			7.74		9.07	5.69	0	2	30
<i>Academic B</i>			0.99		1.01	0.71	0	2	30
<i>Academic C</i>			0.48		0.36	0.29	0	2	30
<i>Academic D</i>			0.48		0.22	0.25	0	2	30
<i>Academic E</i>			0.41		0.29	0.34	0	2	30
<i>Academic Total</i>			0.99		0.94	0.70	0	2	32
<i>Senior Staff</i>			3.30		0.38	1.09	0	2	30
<i>Total</i>			0.85		0.46	0.49	0	3	31

### Ratio of Part Time FTE to Full Time FTE

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - Total</i>			0.16	0.11	0.18	0.16	1	2	28
<i>Division - Total</i>			0.17	0.12	0.13	0.14	1	2	28
<i>HEW 1</i>			0.00		3.36	0.96	0	2	29
<i>HEW 2</i>			0.39		0.27	0.47	0	2	29
<i>HEW 3</i>			0.34		0.26	0.29	0	2	29
<i>HEW 4</i>			0.26		0.24	0.24	0	2	29
<i>HEW 5</i>			0.19		0.19	0.19	0	2	29
<i>HEW 6</i>			0.19		0.17	0.15	0	2	29
<i>HEW 7</i>			0.19		0.13	0.13	0	2	29
<i>HEW 8</i>			0.11		0.11	0.10	0	2	29
<i>HEW 9</i>			0.04		0.09	0.08	0	2	29
<i>HEW 10</i>			0.02		0.03	0.06	0	2	29
<i>HEW 1-5</i>			0.26		0.22	0.24	0	2	29
<i>HEW 6-10</i>			0.16		0.13	0.12	0	2	29
<i>General Total</i>			0.20		0.17	0.18	0	2	31
<i>Academic A</i>			0.20		0.25	0.21	0	2	29
<i>Academic B</i>			0.16		0.20	0.15	0	2	29
<i>Academic C</i>			0.09		0.13	0.09	0	2	29
<i>Academic D</i>			0.06		0.10	0.07	0	2	29
<i>Academic E</i>			0.07		0.08	0.07	0	2	29
<i>Academic Total</i>			0.13		0.17	0.13	0	2	31
<i>Senior Staff</i>			0.01		0.04	0.03	0	2	29
<i>Total</i>			0.16		0.37	0.15	0	3	29

## Detailed Data Tables

***Female Participation***

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - Total</i>	44.9 %	46.1 %	47.0 %	49.3 %	49.5 %	50.4 %	33	33	32
<i>Division - Total</i>	60.6 %	61.1 %	61.2 %	57.7 %	58.1 %	58.1 %	32	33	32
<i>HEW 1</i>	100.0 %	0.0 %	0.0 %	73.5 %	70.7 %	70.7 %	32	33	33
<i>HEW 2</i>	67.0 %	68.5 %	64.4 %	49.7 %	52.5 %	56.3 %	32	33	33
<i>HEW 3</i>	82.0 %	84.4 %	84.5 %	65.0 %	64.1 %	64.3 %	32	33	33
<i>HEW 4</i>	78.6 %	79.3 %	81.5 %	74.1 %	74.0 %	75.2 %	32	33	33
<i>HEW 5</i>	66.1 %	66.0 %	65.9 %	69.3 %	69.8 %	70.9 %	32	33	33
<i>HEW 6</i>	63.8 %	65.1 %	64.3 %	59.4 %	61.1 %	61.5 %	32	33	33
<i>HEW 7</i>	52.5 %	53.9 %	54.2 %	54.0 %	54.8 %	55.0 %	32	33	33
<i>HEW 8</i>	38.1 %	39.1 %	39.7 %	50.1 %	50.6 %	51.1 %	32	33	33
<i>HEW 9</i>	42.5 %	42.2 %	42.2 %	46.8 %	47.6 %	48.5 %	32	33	33
<i>HEW 10</i>	27.9 %	36.9 %	59.3 %	40.6 %	43.2 %	46.0 %	32	33	33
<i>HEW 1-5</i>	73.8 %	74.5 %	74.7 %	69.2 %	69.5 %	70.8 %	32	33	33
<i>HEW 6-10</i>	52.2 %	53.8 %	54.4 %	54.1 %	55.2 %	55.6 %	32	33	33
<i>General Total</i>	62.9 %	64.2 %	64.6 %	62.2 %	62.5 %	63.3 %	33	34	34
<i>Academic A</i>	47.5 %	44.7 %	48.3 %	50.8 %	51.1 %	52.3 %	32	33	33
<i>Academic B</i>	40.9 %	40.9 %	40.8 %	47.7 %	47.9 %	48.5 %	32	33	33
<i>Academic C</i>	29.8 %	31.2 %	32.2 %	35.5 %	36.4 %	37.6 %	32	33	33
<i>Academic D</i>	16.1 %	17.2 %	20.2 %	25.6 %	26.9 %	27.9 %	32	33	33
<i>Academic E</i>	11.8 %	13.0 %	12.6 %	16.9 %	18.2 %	19.8 %	32	33	33
<i>Academic Total</i>	33.6 %	33.6 %	34.4 %	40.0 %	40.3 %	41.2 %	33	34	34
<i>Senior Staff</i>	21.8 %	23.3 %	29.4 %	32.9 %	32.0 %	33.9 %	33	34	34
<i>Total</i>	49.4 %	49.8 %	50.6 %	52.2 %	52.5 %	53.3 %	33	34	34

***Total Turnover***

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - Total</i>	15.7 %	16.1 %	15.6 %	18.4 %	18.9 %	18.4 %	28	31	31
<i>Division - Total</i>	11.8 %	13.5 %	17.3 %	17.8 %	18.5 %	18.0 %	28	31	31
<i>HEW 1</i>	50.0 %	0.0 %	0.0 %	60.3 %	58.3 %	35.5 %	31	31	33
<i>HEW 2</i>	15.5 %	11.0 %	19.1 %	29.2 %	30.7 %	24.2 %	31	31	33
<i>HEW 3</i>	27.1 %	23.2 %	19.1 %	24.9 %	26.2 %	24.3 %	31	31	33
<i>HEW 4</i>	13.9 %	15.1 %	18.9 %	20.8 %	22.8 %	23.6 %	31	31	33
<i>HEW 5</i>	13.5 %	12.0 %	14.8 %	22.0 %	23.5 %	21.9 %	31	31	33
<i>HEW 6</i>	19.0 %	16.1 %	17.8 %	17.4 %	17.7 %	18.1 %	31	31	33
<i>HEW 7</i>	10.2 %	16.4 %	18.7 %	14.9 %	15.9 %	17.2 %	31	31	33
<i>HEW 8</i>	7.9 %	11.8 %	13.9 %	14.5 %	15.9 %	15.5 %	31	31	33
<i>HEW 9</i>	11.4 %	11.7 %	14.1 %	15.0 %	13.6 %	16.3 %	31	31	33
<i>HEW 10</i>	7.3 %	20.0 %	12.9 %	10.3 %	14.2 %	15.1 %	31	31	33
<i>HEW 1-5</i>	17.0 %	15.4 %	17.4 %	23.4 %	24.6 %	23.2 %	31	32	33
<i>HEW 6-10</i>	13.3 %	15.0 %	16.8 %	15.6 %	16.4 %	17.1 %	31	32	33
<i>General Total</i>	15.2 %	15.2 %	17.1 %	19.9 %	20.7 %	20.2 %	32	33	34
<i>Academic A</i>	23.8 %	31.8 %	28.8 %	34.1 %	34.4 %	31.3 %	31	32	33
<i>Academic B</i>	14.0 %	14.7 %	14.6 %	14.7 %	15.3 %	15.9 %	31	32	33
<i>Academic C</i>	9.6 %	8.5 %	8.5 %	9.7 %	10.4 %	11.2 %	31	32	33
<i>Academic D</i>	6.4 %	6.0 %	8.2 %	9.0 %	9.2 %	9.8 %	31	32	33
<i>Academic E</i>	11.8 %	11.0 %	7.0 %	8.1 %	8.9 %	8.6 %	31	32	33
<i>Academic Total</i>	14.2 %	16.1 %	14.9 %	16.6 %	16.8 %	16.5 %	32	33	34
<i>Senior Staff</i>	4.7 %	5.3 %	13.0 %	10.0 %	11.7 %	11.4 %	30	32	34
<i>Total</i>	14.6 %	15.4 %	16.1 %	18.3 %	18.9 %	17.7 %	32	33	35

## Detailed Data Tables

**Voluntary Employee Initiated Turnover**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - Total</i>	8.0 %	8.2 %	7.9 %	8.6 %	9.3 %	9.3 %	28	31	31
<i>Division - Total</i>	8.5 %	8.8 %	12.1 %	10.0 %	10.1 %	12.9 %	28	31	31
<i>HEW 1</i>	50.0 %	0.0 %	0.0 %	17.4 %	20.5 %	22.4 %	31	31	33
<i>HEW 2</i>	10.3 %	5.5 %	11.1 %	12.7 %	13.8 %	13.5 %	31	31	33
<i>HEW 3</i>	17.7 %	15.7 %	12.5 %	12.0 %	13.6 %	14.0 %	31	31	33
<i>HEW 4</i>	8.0 %	9.4 %	13.4 %	11.2 %	12.4 %	14.8 %	31	31	33
<i>HEW 5</i>	9.3 %	8.9 %	8.8 %	11.0 %	12.2 %	13.3 %	31	31	33
<i>HEW 6</i>	8.9 %	9.8 %	10.8 %	10.4 %	10.3 %	12.0 %	31	31	33
<i>HEW 7</i>	4.9 %	9.5 %	11.1 %	9.5 %	9.5 %	11.9 %	31	31	33
<i>HEW 8</i>	7.1 %	9.6 %	9.0 %	9.1 %	9.3 %	10.5 %	31	31	33
<i>HEW 9</i>	10.0 %	8.8 %	8.5 %	9.4 %	7.7 %	11.0 %	31	31	33
<i>HEW 10</i>	3.7 %	15.0 %	0.0 %	6.7 %	8.5 %	8.7 %	31	31	33
<i>HEW 1-5</i>	10.9 %	10.2 %	11.3 %	11.5 %	12.7 %	14.1 %	31	32	33
<i>HEW 6-10</i>	7.4 %	9.7 %	10.1 %	9.7 %	9.7 %	11.4 %	31	32	33
<i>General Total</i>	9.2 %	10.0 %	10.7 %	10.7 %	11.3 %	12.8 %	32	33	34
<i>Academic A</i>	8.2 %	8.9 %	8.7 %	11.1 %	12.5 %	12.3 %	31	32	33
<i>Academic B</i>	6.5 %	6.1 %	7.4 %	6.4 %	6.9 %	7.9 %	31	32	33
<i>Academic C</i>	7.1 %	6.4 %	6.3 %	5.8 %	6.4 %	6.7 %	31	32	33
<i>Academic D</i>	4.8 %	5.3 %	7.5 %	6.6 %	6.2 %	6.0 %	31	32	33
<i>Academic E</i>	7.3 %	6.3 %	4.9 %	5.8 %	6.3 %	5.4 %	31	32	33
<i>Academic Total</i>	7.0 %	6.8 %	7.2 %	7.2 %	7.8 %	8.0 %	32	33	34
<i>Senior Staff</i>	4.7 %	1.8 %	7.2 %	6.5 %	6.3 %	7.7 %	30	32	34
<i>Total</i>	8.1 %	8.4 %	9.1 %	9.2 %	9.7 %	10.7 %	32	33	34

**Voluntary University Initiated Turnover**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - Total</i>	0.4 %	0.1 %	0.2 %	1.0 %	1.3 %	1.0 %	28	31	30
<i>Division - Total</i>	0.0 %	1.0 %	1.2 %	2.6 %	2.5 %	1.6 %	28	31	30
<i>HEW 1</i>	0.0 %	0.0 %	0.0 %	31.1 %	15.0 %	1.4 %	31	31	32
<i>HEW 2</i>	0.0 %	0.0 %	0.0 %	3.0 %	2.9 %	0.4 %	31	31	32
<i>HEW 3</i>	0.0 %	1.3 %	1.2 %	1.9 %	2.1 %	1.5 %	31	31	32
<i>HEW 4</i>	0.4 %	0.8 %	0.4 %	1.8 %	1.8 %	1.2 %	31	31	32
<i>HEW 5</i>	0.4 %	0.4 %	0.0 %	1.7 %	1.9 %	1.1 %	31	31	32
<i>HEW 6</i>	0.0 %	0.0 %	0.6 %	1.4 %	1.8 %	1.3 %	31	31	32
<i>HEW 7</i>	0.5 %	0.5 %	0.5 %	1.5 %	1.9 %	1.2 %	31	31	32
<i>HEW 8</i>	0.8 %	0.0 %	1.4 %	1.8 %	2.2 %	2.1 %	31	31	32
<i>HEW 9</i>	1.4 %	1.5 %	0.0 %	1.8 %	3.0 %	2.1 %	31	31	32
<i>HEW 10</i>	3.7 %	0.0 %	12.9 %	1.0 %	2.7 %	3.5 %	31	31	32
<i>HEW 1-5</i>	0.3 %	0.7 %	0.4 %	2.5 %	2.2 %	1.2 %	31	32	32
<i>HEW 6-10</i>	0.6 %	0.3 %	0.9 %	1.5 %	2.1 %	1.6 %	31	32	32
<i>General Total</i>	0.4 %	0.5 %	0.7 %	2.0 %	2.1 %	1.4 %	32	33	33
<i>Academic A</i>	0.0 %	0.0 %	0.0 %	0.4 %	0.3 %	0.4 %	31	32	31
<i>Academic B</i>	0.0 %	0.3 %	0.0 %	0.9 %	1.2 %	1.0 %	31	32	31
<i>Academic C</i>	0.4 %	0.0 %	0.4 %	1.0 %	1.7 %	1.2 %	31	32	31
<i>Academic D</i>	0.0 %	0.8 %	0.0 %	0.8 %	1.3 %	1.1 %	31	32	31
<i>Academic E</i>	0.0 %	0.0 %	0.0 %	0.4 %	0.9 %	1.1 %	31	32	31
<i>Academic Total</i>	0.1 %	0.2 %	0.1 %	0.8 %	1.1 %	0.9 %	32	33	33
<i>Senior Staff</i>	0.0 %	0.0 %	2.9 %	1.8 %	2.4 %	1.4 %	30	32	33
<i>Total</i>	0.3 %	0.3 %	0.5 %	1.5 %	1.7 %	1.2 %	32	33	33

## Detailed Data Tables

***Involuntary University Initiated Turnover***

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - Total</i>	0.0 %	0.1 %	0.1 %	0.5 %	0.5 %	0.7 %	28	31	31
<i>Division - Total</i>	0.3 %	0.1 %	0.7 %	0.7 %	1.5 %	1.0 %	28	31	31
<i>HEW 1</i>	0.0 %	0.0 %	0.0 %	2.7 %	15.3 %	3.7 %	31	31	33
<i>HEW 2</i>	0.0 %	0.0 %	0.0 %	4.9 %	2.9 %	1.0 %	31	31	33
<i>HEW 3</i>	1.3 %	0.0 %	0.0 %	0.7 %	1.6 %	1.5 %	31	31	33
<i>HEW 4</i>	0.0 %	0.0 %	0.4 %	0.6 %	1.1 %	0.8 %	31	31	33
<i>HEW 5</i>	0.0 %	0.0 %	0.7 %	0.6 %	0.8 %	0.8 %	31	31	33
<i>HEW 6</i>	0.0 %	0.0 %	0.6 %	0.5 %	1.0 %	0.8 %	31	31	33
<i>HEW 7</i>	0.0 %	0.5 %	0.5 %	0.5 %	0.9 %	0.8 %	31	31	33
<i>HEW 8</i>	0.0 %	0.7 %	0.0 %	0.7 %	1.1 %	1.0 %	31	31	33
<i>HEW 9</i>	0.0 %	0.0 %	1.4 %	1.6 %	1.1 %	1.2 %	31	31	33
<i>HEW 10</i>	0.0 %	0.0 %	0.0 %	1.2 %	0.9 %	1.0 %	31	31	33
<i>HEW 1-5</i>	0.3 %	0.0 %	0.4 %	0.9 %	1.4 %	1.0 %	31	32	33
<i>HEW 6-10</i>	0.0 %	0.3 %	0.5 %	0.7 %	1.0 %	0.9 %	31	32	33
<i>General Total</i>	0.1 %	0.1 %	0.5 %	0.8 %	1.2 %	0.9 %	32	33	34
<i>Academic A</i>	0.0 %	0.0 %	0.0 %	0.5 %	0.4 %	0.4 %	31	32	32
<i>Academic B</i>	0.0 %	0.0 %	0.0 %	0.6 %	0.5 %	0.7 %	31	32	32
<i>Academic C</i>	0.0 %	0.0 %	0.0 %	0.3 %	0.4 %	0.9 %	31	32	32
<i>Academic D</i>	0.0 %	0.0 %	0.0 %	0.3 %	0.1 %	0.8 %	31	32	32
<i>Academic E</i>	0.0 %	0.0 %	0.0 %	0.3 %	0.2 %	0.5 %	31	32	32
<i>Academic Total</i>	0.0 %	0.0 %	0.0 %	0.4 %	0.4 %	0.6 %	32	33	34
<i>Senior Staff</i>	0.0 %	0.0 %	0.0 %	0.6 %	1.0 %	0.6 %	29	32	33
<i>Total</i>	0.1 %	0.1 %	0.3 %	0.6 %	0.8 %	0.8 %	32	33	34

***Fixed Term Contract Expiration***

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - Total</i>	7.3 %	7.7 %	7.4 %	8.3 %	7.8 %	7.2 %	28	31	31
<i>Division - Total</i>	3.0 %	3.7 %	3.4 %	4.5 %	4.4 %	3.8 %	28	31	31
<i>HEW 1</i>	0.0 %	0.0 %	0.0 %	9.1 %	7.5 %	8.0 %	31	31	33
<i>HEW 2</i>	5.2 %	5.5 %	7.9 %	8.6 %	11.1 %	9.8 %	31	31	33
<i>HEW 3</i>	8.2 %	6.3 %	5.4 %	10.3 %	8.9 %	7.6 %	31	31	33
<i>HEW 4</i>	5.5 %	4.9 %	4.7 %	7.3 %	7.6 %	7.0 %	31	31	33
<i>HEW 5</i>	3.8 %	2.7 %	5.3 %	8.8 %	8.6 %	7.0 %	31	31	33
<i>HEW 6</i>	10.0 %	6.3 %	5.7 %	5.0 %	4.6 %	4.5 %	31	31	33
<i>HEW 7</i>	4.9 %	5.8 %	6.6 %	3.5 %	3.6 %	3.7 %	31	31	33
<i>HEW 8</i>	0.0 %	1.5 %	3.5 %	2.9 %	3.3 %	2.2 %	31	31	33
<i>HEW 9</i>	0.0 %	1.5 %	4.2 %	2.4 %	1.7 %	2.2 %	31	31	33
<i>HEW 10</i>	0.0 %	5.0 %	0.0 %	1.3 %	1.7 %	2.1 %	31	31	33
<i>HEW 1-5</i>	5.5 %	4.5 %	5.3 %	8.6 %	8.4 %	7.2 %	31	32	33
<i>HEW 6-10</i>	5.4 %	4.7 %	5.3 %	3.8 %	3.7 %	3.5 %	31	32	33
<i>General Total</i>	5.4 %	4.6 %	5.3 %	6.4 %	6.2 %	5.4 %	32	33	34
<i>Academic A</i>	15.6 %	22.9 %	20.1 %	22.2 %	21.2 %	19.2 %	31	32	33
<i>Academic B</i>	7.4 %	8.3 %	7.2 %	6.8 %	6.8 %	6.7 %	31	32	33
<i>Academic C</i>	2.1 %	2.1 %	1.8 %	2.5 %	1.9 %	2.4 %	31	32	33
<i>Academic D</i>	1.6 %	0.0 %	0.7 %	1.2 %	1.6 %	1.9 %	31	32	33
<i>Academic E</i>	4.5 %	4.7 %	2.1 %	1.6 %	1.6 %	1.6 %	31	32	33
<i>Academic Total</i>	7.1 %	9.1 %	7.7 %	8.2 %	7.5 %	7.2 %	32	33	34
<i>Senior Staff</i>	0.0 %	3.5 %	2.9 %	1.1 %	1.8 %	1.9 %	31	32	34
<i>Total</i>	6.1 %	6.6 %	6.3 %	7.0 %	6.6 %	6.1 %	32	33	34

## Detailed Data Tables

**Unscheduled Absence Taken per Employee**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - Total</i>	2.04	2.29	2.01	3.26	3.40	3.62	26	27	28
<i>Division - Total</i>	6.71	7.10	6.96	7.34	7.35	7.60	26	27	28
<i>HEW 1</i>	1.02	0.00	0.00	10.96	9.91	9.03	28	31	31
<i>HEW 2</i>	9.66	8.90	8.94	8.51	8.30	9.12	28	31	31
<i>HEW 3</i>	5.90	6.60	6.35	8.15	8.61	8.82	28	31	31
<i>HEW 4</i>	7.04	8.24	7.61	7.69	8.15	8.46	28	31	31
<i>HEW 5</i>	6.59	6.74	5.73	6.82	6.95	7.46	28	31	31
<i>HEW 6</i>	4.90	5.35	5.16	6.41	6.69	7.12	28	31	31
<i>HEW 7</i>	6.05	6.77	5.69	6.43	6.56	6.72	28	31	31
<i>HEW 8</i>	5.36	6.62	6.14	6.28	6.52	6.90	28	31	31
<i>HEW 9</i>	5.82	5.12	5.39	5.91	5.57	6.54	28	31	31
<i>HEW 10</i>	3.21	3.75	6.57	4.36	5.42	5.38	28	31	31
<i>HEW 1-5</i>	6.90	7.42	6.75	7.56	7.77	8.14	28	31	31
<i>HEW 6-10</i>	5.32	5.91	5.54	6.26	6.45	6.83	28	31	31
<i>General Total</i>	6.13	6.69	6.16	7.00	7.12	7.51	30	32	31
<i>Academic A</i>		0.00	0.00	1.83	1.94	1.69	21	24	26
<i>Academic B</i>		0.00	0.00	2.80	2.81	2.59	21	24	26
<i>Academic C</i>		0.00	0.00	2.67	2.67	2.43	21	24	26
<i>Academic D</i>		0.00	0.00	2.79	1.91	2.06	21	24	26
<i>Academic E</i>		0.00	0.00	1.52	2.07	1.44	21	24	26
<i>Academic Total</i>		0.00	0.00	2.56	2.45	2.20	22	25	26
<i>Senior Staff</i>	1.05	2.18	2.52	2.83	3.07	3.48	25	30	28
<i>Total</i>	3.36	3.62	3.38	4.89	4.72	4.72	26	26	27

**Recruitment Rate**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - Total</i>	6.1 %	5.9 %	4.8 %	13.0 %	14.0 %	13.0 %	24	25	26
<i>Division - Total</i>	7.8 %	6.8 %	9.3 %	14.5 %	16.6 %	18.6 %	24	25	26
<i>HEW 1</i>	0.0 %	0.0 %	0.0 %	16.2 %	18.0 %	17.3 %	25	27	26
<i>HEW 2</i>	2.6 %	2.8 %	3.2 %	20.9 %	19.7 %	17.8 %	25	27	26
<i>HEW 3</i>	9.5 %	5.6 %	8.4 %	16.8 %	15.8 %	19.2 %	25	27	26
<i>HEW 4</i>	8.4 %	9.0 %	13.0 %	18.0 %	20.4 %	20.7 %	25	27	26
<i>HEW 5</i>	4.6 %	7.4 %	9.9 %	16.8 %	18.8 %	20.4 %	25	27	26
<i>HEW 6</i>	6.8 %	8.0 %	8.0 %	13.9 %	15.7 %	16.2 %	25	27	26
<i>HEW 7</i>	8.1 %	6.9 %	8.1 %	11.7 %	15.6 %	15.5 %	25	27	26
<i>HEW 8</i>	6.3 %	5.2 %	4.2 %	13.3 %	14.8 %	14.7 %	25	27	26
<i>HEW 9</i>	4.3 %	5.9 %	1.4 %	12.1 %	15.9 %	13.1 %	25	27	26
<i>HEW 10</i>	3.7 %	5.0 %	6.5 %	13.5 %	15.3 %	11.8 %	25	27	26
<i>HEW 1-5</i>	6.7 %	7.1 %	10.0 %	17.4 %	18.8 %	20.1 %	25	27	26
<i>HEW 6-10</i>	6.7 %	6.9 %	6.6 %	13.3 %	15.5 %	15.2 %	25	27	26
<i>General Total</i>	6.7 %	7.0 %	8.3 %	15.5 %	17.3 %	17.8 %	27	28	26
<i>Academic A</i>	11.1 %	5.1 %	3.8 %	27.1 %	27.1 %	23.2 %	26	27	26
<i>Academic B</i>	8.9 %	7.5 %	4.3 %	13.0 %	13.0 %	12.7 %	26	27	26
<i>Academic C</i>	2.8 %	1.8 %	1.1 %	5.9 %	6.6 %	5.8 %	26	27	26
<i>Academic D</i>	2.4 %	2.3 %	0.7 %	6.0 %	5.0 %	4.6 %	26	27	26
<i>Academic E</i>	1.8 %	8.6 %	8.4 %	6.6 %	7.3 %	4.9 %	26	27	26
<i>Academic Total</i>	6.5 %	5.1 %	3.5 %	12.3 %	12.6 %	11.5 %	27	28	26
<i>Senior Staff</i>		7.1 %	1.4 %	5.6 %	7.1 %	7.2 %	19	28	26
<i>Total</i>	6.5 %	6.1 %	6.1 %	13.9 %	15.1 %	14.8 %	27	28	26

## Detailed Data Tables

**Recruitment Source**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - Total</i>	22.3 %	32.2 %	23.5 %	39.9 %	37.5 %	39.6 %	23	25	24
<i>Division - Total</i>	17.5 %	20.0 %	25.0 %	43.3 %	42.8 %	41.7 %	23	25	24
<i>HEW 1</i>	0.0 %	0.0 %	0.0 %	36.6 %	14.6 %	20.8 %	24	26	24
<i>HEW 2</i>	0.0 %	0.0 %	0.0 %	42.6 %	29.4 %	38.3 %	24	26	24
<i>HEW 3</i>	6.7 %	22.2 %	7.1 %	44.1 %	38.0 %	36.5 %	24	26	24
<i>HEW 4</i>	35.0 %	31.8 %	15.2 %	46.1 %	40.6 %	43.9 %	24	26	24
<i>HEW 5</i>	9.1 %	36.8 %	25.0 %	50.7 %	46.1 %	45.3 %	24	26	24
<i>HEW 6</i>	26.3 %	21.7 %	28.0 %	47.4 %	49.6 %	49.1 %	24	26	24
<i>HEW 7</i>	13.3 %	15.4 %	37.5 %	44.3 %	49.8 %	44.7 %	24	26	24
<i>HEW 8</i>	25.0 %	14.3 %	16.7 %	34.7 %	44.2 %	40.3 %	24	26	24
<i>HEW 9</i>	66.7 %	0.0 %	0.0 %	38.8 %	40.4 %	37.2 %	24	26	24
<i>HEW 10</i>	0.0 %	100.0 %	100.0 %	32.3 %	39.3 %	34.9 %	24	26	24
<i>HEW 1-5</i>	18.8 %	30.8 %	16.9 %	47.5 %	41.5 %	42.8 %	24	26	24
<i>HEW 6-10</i>	23.9 %	18.8 %	30.6 %	43.3 %	47.2 %	44.7 %	24	26	24
<i>General Total</i>	21.3 %	25.0 %	22.2 %	47.1 %	43.6 %	43.5 %	26	27	24
<i>Academic A</i>	26.7 %	6.7 %	18.2 %	35.8 %	33.4 %	36.5 %	24	26	24
<i>Academic B</i>	13.3 %	40.7 %	31.3 %	33.3 %	33.2 %	38.2 %	24	26	24
<i>Academic C</i>	12.5 %	60.0 %	33.3 %	26.9 %	30.0 %	37.1 %	24	26	24
<i>Academic D</i>	33.3 %	33.3 %	100.0 %	45.2 %	38.5 %	32.9 %	24	26	24
<i>Academic E</i>	50.0 %	27.3 %	33.3 %	28.6 %	39.0 %	29.8 %	24	26	24
<i>Academic Total</i>	20.6 %	31.2 %	30.2 %	34.2 %	33.0 %	36.7 %	25	27	24
<i>Senior Staff</i>		75.0 %	0.0 %	41.2 %	33.1 %	40.4 %	13	27	24
<i>Total</i>	21.0 %	28.5 %	24.1 %	42.3 %	39.8 %	41.2 %	26	27	24

**Applicant Interest**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - Total</i>	16.69	14.33	10.03	8.34	9.19	10.28	18	20	21
<i>Division - Total</i>	15.44	18.18	22.45	12.78	10.16	11.88	18	20	21
<i>HEW 1</i>	0.00	0.00	0.00	15.00	10.17	9.09	17	20	24
<i>HEW 2</i>	15.00	22.00	6.00	13.78	12.53	13.56	17	20	24
<i>HEW 3</i>	17.06	17.00	26.40	18.49	14.13	14.24	17	20	24
<i>HEW 4</i>	19.24	20.86	20.75	14.26	13.10	13.75	17	20	24
<i>HEW 5</i>	6.19	13.74	17.17	13.00	11.42	13.07	17	20	24
<i>HEW 6</i>	11.64	15.48	18.00	10.55	8.31	9.98	17	20	24
<i>HEW 7</i>	8.94	18.54	11.06	9.69	8.26	7.97	17	20	24
<i>HEW 8</i>	7.89	11.29	9.70	9.41	6.95	7.67	17	20	24
<i>HEW 9</i>	6.00	10.00	4.00	7.06	6.72	7.86	17	20	24
<i>HEW 10</i>	18.00	15.00	2.00	11.65	9.80	6.09	17	20	24
<i>HEW 1-5</i>	14.65	17.63	19.56	14.45	12.36	13.48	17	21	24
<i>HEW 6-10</i>	9.59	15.23	13.03	9.93	8.06	8.57	17	21	24
<i>General Total</i>	12.40	16.48	16.63	11.44	10.40	11.12	19	22	24
<i>Academic A</i>	18.74	12.73	6.78	8.81	8.28	11.09	17	21	24
<i>Academic B</i>	29.20	12.07	11.67	9.95	9.03	9.78	17	21	24
<i>Academic C</i>	16.57	18.60	4.88	7.52	6.91	8.07	17	21	24
<i>Academic D</i>	8.67	9.00	0.20	4.42	6.18	6.42	17	21	24
<i>Academic E</i>	17.00	17.18	14.33	5.71	5.80	6.12	17	21	24
<i>Academic Total</i>	22.58	13.54	8.88	8.28	8.04	9.35	19	22	24
<i>Senior Staff</i>		20.75	8.00	8.35	8.25	4.88	14	22	24
<i>Total</i>	16.58	15.50	14.27	10.31	9.86	10.45	19	24	25

**Detailed Data Tables****Recruitment Days to Offer**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - Total</i>	74.08	98.16	87.30	47.62	57.53	44.55	15	17	18
<i>Division - Total</i>	29.65	69.88	57.96	45.69	47.93	37.18	15	17	18
<i>HEW 1</i>	0.00	0.00	0.00	41.81	32.14	28.80	16	17	18
<i>HEW 2</i>	38.00	67.00	68.50	22.53	45.04	54.79	16	17	18
<i>HEW 3</i>	61.27	76.56	60.21	31.90	36.56	37.54	16	17	18
<i>HEW 4</i>	53.75	75.55	53.85	41.89	40.12	35.37	16	17	18
<i>HEW 5</i>	54.82	68.95	68.14	42.48	41.79	36.80	16	17	18
<i>HEW 6</i>	50.42	62.35	60.60	41.79	42.10	36.36	16	17	18
<i>HEW 7</i>	37.13	67.85	68.38	57.82	42.55	35.54	16	17	18
<i>HEW 8</i>	78.25	65.00	86.50	45.96	45.57	39.79	16	17	18
<i>HEW 9</i>	6.33	86.25	96.00	53.49	46.90	34.42	16	17	18
<i>HEW 10</i>	51.00	79.00	21.00	43.31	36.98	36.38	16	17	18
<i>HEW 1-5</i>	55.69	72.98	60.58	37.62	40.32	36.80	16	17	18
<i>HEW 6-10</i>	48.07	66.56	66.22	43.66	43.03	36.57	16	17	18
<i>General Total</i>	51.96	69.90	62.78	42.80	42.29	36.70	18	18	18
<i>Academic A</i>	72.97	88.47	109.45	45.61	53.87	37.73	17	17	18
<i>Academic B</i>	36.30	128.63	100.88	57.47	73.55	59.38	17	17	18
<i>Academic C</i>	94.75	129.00	176.00	66.51	53.50	52.69	17	17	18
<i>Academic D</i>	115.33	162.67	104.00	56.23	76.77	59.32	17	17	18
<i>Academic E</i>	312.00	122.64	109.33	89.32	97.20	69.33	17	17	18
<i>Academic Total</i>	68.58	119.38	110.74	59.04	67.09	51.88	18	18	18
<i>Senior Staff</i>		127.50	56.00	87.83	87.60	66.35	13	18	18
<i>Total</i>	59.22	89.59	74.87	47.74	49.71	41.47	18	18	18

**Recruitment Days to Start**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - Total</i>	129.48	136.03	122.78	67.33	80.19	65.85	15	16	18
<i>Division - Total</i>	36.14	86.60	71.04	52.50	54.69	46.84	15	16	18
<i>HEW 1</i>	0.00	0.00	0.00	46.19	59.14	55.13	14	16	18
<i>HEW 2</i>	35.50	69.50	87.50	29.49	43.08	46.57	14	16	18
<i>HEW 3</i>	59.00	73.44	58.93	36.29	43.11	43.95	14	16	18
<i>HEW 4</i>	63.10	86.86	58.70	50.72	48.02	41.74	14	16	18
<i>HEW 5</i>	59.18	80.11	72.86	53.78	52.56	45.25	14	16	18
<i>HEW 6</i>	64.47	71.39	70.92	51.51	54.95	45.09	14	16	18
<i>HEW 7</i>	50.00	79.15	91.56	66.32	56.91	47.33	14	16	18
<i>HEW 8</i>	93.75	83.29	99.83	62.97	61.15	55.81	14	16	18
<i>HEW 9</i>	8.67	121.75	129.00	61.10	64.37	53.07	14	16	18
<i>HEW 10</i>	76.00	118.00	34.00	68.52	51.17	58.98	14	16	18
<i>HEW 1-5</i>	59.77	81.40	64.64	45.71	49.03	43.84	14	16	18
<i>HEW 6-10</i>	61.46	80.40	81.63	53.37	57.19	48.76	14	16	18
<i>General Total</i>	60.60	80.92	71.25	49.73	52.53	45.97	15	16	18
<i>Academic A</i>	101.70	144.67	157.00	68.92	80.42	57.43	15	16	18
<i>Academic B</i>	166.73	161.52	135.63	98.02	116.83	94.80	15	16	18
<i>Academic C</i>	170.13	161.20	243.67	97.88	75.26	84.50	15	16	18
<i>Academic D</i>	184.00	263.67	105.00	82.68	131.13	118.90	15	16	18
<i>Academic E</i>	376.50	249.64	277.92	146.02	167.06	138.01	15	16	18
<i>Academic Total</i>	146.84	178.26	187.63	90.92	102.28	84.95	15	16	18
<i>Senior Staff</i>		251.75	102.00	110.92	145.03	104.77	11	16	18
<i>Total</i>	98.29	121.05	100.86	62.01	68.09	57.93	15	16	18

## Detailed Data Tables

**Doctoral Qualifications**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Academic A</i>	57.2 %	55.9 %	52.3 %	36.3 %	40.6 %	39.1 %	29	31	33
<i>Academic B</i>	56.2 %	54.7 %	55.8 %	47.8 %	51.0 %	50.8 %	29	31	33
<i>Academic C</i>	76.0 %	74.2 %	72.5 %	67.2 %	69.7 %	69.4 %	29	31	33
<i>Academic D</i>	86.3 %	86.4 %	86.1 %	86.4 %	84.6 %	84.0 %	29	31	33
<i>Academic E</i>	96.2 %	94.7 %	93.7 %	88.2 %	90.0 %	86.9 %	29	31	33
<i>Academic Total</i>	68.7 %	67.3 %	66.7 %	58.0 %	60.9 %	60.3 %	30	32	33
<i>Senior Staff</i>	65.3 %	52.2 %	50.0 %	35.3 %	35.8 %	41.6 %	25	31	33

**Academic Promotion Rate**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Academic B</i>	2.2 %	2.1 %	1.4 %	3.0 %	3.1 %	3.1 %	28	31	30
<i>Academic C</i>	5.9 %	6.1 %	6.1 %	5.2 %	5.7 %	5.0 %	28	31	30
<i>Academic D</i>	6.4 %	10.0 %	7.0 %	5.6 %	5.0 %	4.9 %	28	31	30
<i>Academic E</i>	7.2 %	6.0 %	5.4 %	5.0 %	5.6 %	4.5 %	28	31	30
<i>Academic Total</i>	5.2 %	6.0 %	5.0 %	4.7 %	4.9 %	4.5 %	28	31	30

**Applications for Promotion Rate**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Academic B</i>	3.0 %	3.1 %	1.7 %	3.5 %	4.0 %	3.6 %	29	30	29
<i>Academic C</i>	8.6 %	10.5 %	10.4 %	7.0 %	7.8 %	6.9 %	29	30	29
<i>Academic D</i>	14.2 %	14.2 %	10.0 %	9.3 %	8.4 %	7.7 %	29	30	29
<i>Academic E</i>	12.9 %	9.8 %	10.2 %	8.5 %	8.8 %	8.5 %	29	30	29
<i>Academic Total</i>	9.2 %	9.4 %	7.9 %	7.0 %	7.2 %	6.6 %	29	30	29

**Academic Promotions Success Rate**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Academic B</i>	75.0 %	66.7 %	80.0 %	86.5 %	79.8 %	84.4 %	28	30	30
<i>Academic C</i>	69.0 %	57.9 %	59.0 %	74.0 %	72.7 %	73.1 %	28	30	30
<i>Academic D</i>	45.0 %	70.0 %	70.4 %	60.0 %	59.3 %	62.9 %	28	30	30
<i>Academic E</i>	56.3 %	61.5 %	53.3 %	58.7 %	61.5 %	53.4 %	28	30	30
<i>Academic Total</i>	57.0 %	64.0 %	62.8 %	68.2 %	67.7 %	68.2 %	28	30	30

**Honorary/Visiting Academics**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Total</i>	145.0 %	154.6 %	162.8 %	75.8 %	81.0 %	76.5 %	25	28	33

## Detailed Data Tables

**Median Age of New Recruits**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - Total</i>	37.45	34.31	35.16	na	na	na	19	22	23
<i>Division - Total</i>	28.56	34.36	34.49	na	na	na	19	22	23
<i>HEW 1-5</i>	28.91	28.37	29.18	na	na	na	22	26	25
<i>HEW 6-10</i>	37.16	35.77	36.72	na	na	na	23	26	25
<i>General Total</i>	33.04	32.07	31.99	na	na	na	24	26	23
<i>Academic A</i>	32.39	31.03	32.97	na	na	na	22	26	24
<i>Academic B</i>	36.63	36.15	39.97	na	na	na	23	26	25
<i>Academic C</i>	46.95	44.56	38.05	na	na	na	23	25	24
<i>Academic D</i>	49.00	53.87	45.30	na	na	na	20	24	25
<i>Academic E</i>	49.77	49.97	50.19	na	na	na	22	23	23
<i>Academic Total</i>	42.95	44.09	37.24	na	na	na	24	26	24
<i>Senior Staff</i>		51.71	53.23	na	na	na	17	25	22
<i>Total</i>	40.12	39.10	35.11	na	na	na	24	25	24

**Median Age of Separated Staff**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - Total</i>	38.98	38.56	37.85	na	na	na	21	24	25
<i>Division - Total</i>	38.59	38.02	41.85	na	na	na	21	24	25
<i>HEW 1-5</i>	32.53	32.65	33.77	na	na	na	23	27	27
<i>HEW 6-10</i>	38.42	39.87	41.63	na	na	na	23	27	27
<i>General Total</i>	35.48	36.26	37.25	na	na	na	24	27	26
<i>Academic A</i>	34.01	34.93	34.44	na	na	na	23	27	27
<i>Academic B</i>	41.24	42.48	42.02	na	na	na	23	27	27
<i>Academic C</i>	50.69	59.50	47.64	na	na	na	23	27	27
<i>Academic D</i>	60.98	56.92	52.91	na	na	na	21	27	27
<i>Academic E</i>	66.24	62.24	61.93	na	na	na	23	26	25
<i>Academic Total</i>	50.63	55.35	40.40	na	na	na	24	27	26
<i>Senior Staff</i>	57.39	31.69	53.04	na	na	na	23	26	26
<i>Total</i>	47.69	45.66	39.03	na	na	na	24	26	27

**Median LOS - Current Staff**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - Total</i>			4.68	na	na	na	1	2	19
<i>Division - Total</i>			6.20	na	na	na	1	2	19
<i>HEW 1-5</i>			4.18	na	na	na	1	2	19
<i>HEW 6-10</i>			5.89	na	na	na	1	2	19
<i>General Total</i>			4.95	na	na	na	1	2	19
<i>Academic A</i>			1.66	na	na	na	1	2	19
<i>Academic B</i>			3.67	na	na	na	1	2	19
<i>Academic C</i>			8.79	na	na	na	1	2	19
<i>Academic D</i>			13.71	na	na	na	1	2	19
<i>Academic E</i>			13.77	na	na	na	1	2	19
<i>Academic Total</i>			5.04	na	na	na	1	2	19
<i>Senior Staff</i>			4.71	na	na	na	1	2	19
<i>Total</i>			5.01	na	na	na	1	2	20

## Detailed Data Tables

### **Median LOS - Separating Staff**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Faculty - Total</i>			2.71	na	na	na	1	1	19
<i>Division - Total</i>			2.77	na	na	na	1	1	19
<i>HEW 1-5</i>			1.62	na	na	na	1	1	19
<i>HEW 6-10</i>			2.35	na	na	na	1	1	19
<i>General Total</i>			2.48	na	na	na	1	1	19
<i>Academic A</i>			2.34	na	na	na	1	1	19
<i>Academic B</i>			1.96	na	na	na	1	1	19
<i>Academic C</i>			4.72	na	na	na	1	1	19
<i>Academic D</i>			15.67	na	na	na	1	1	19
<i>Academic E</i>			9.75	na	na	na	1	1	17
<i>Academic Total</i>			2.89	na	na	na	1	1	18
<i>Senior Staff</i>			5.40	na	na	na	1	1	18
<i>Total</i>			2.72	na	na	na	1	1	20

### **Average Time Lost**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Total</i>	7.83	6.92	9.76	15.06	15.61	16.61	24	27	27

### **OH&S Incident Rate**

	ADE			AUS Average			Sample Size		
	2005	2006	2007	2005	2006	2007	2005	2006	2007
<i>Total</i>	0.7 %	0.5 %	0.8 %	1.0 %	0.8 %	1.0 %	25	27	28

# **Section 5 Guide to the Report**

**A guide on how to use the report. Includes key definitions, changes to the 2008 report and information on benchmarking in general**

# Guide to the 2008 Benchmarking Report

## Changes from 2007 report

### ***New Measures***

The 2007 report includes a number of new measures:

- Ratio of Fixed Term FTE to Ongoing FTE
- Ratio of Full Time FTE to Part Time FTE
- Length of Service Profile
- Median Length of Service of Current Staff
- Median Length of Service of Separating Staff

These measures add to the existing suite and provide a more comprehensive picture of the workforce profile.

### ***Changed Format***

The addition of sections in the report is a minimal change but has been introduced to create a cleaner and more distinct format for the report. It creates a more user friendly format for the reader.

### ***More Results***

The introduction of the Age and Length of Service Profile report as an adjunct to this document allows the members to gain a deeper understanding of these two groups of measures without adding to the length of the current version. This report provides information for the member compared to the sector for all classifications for the Age and Length of Service profile, rather than the summary level that has been included in previous publications.

There has also been an increase in the number of measures captured in the Detailed Data Tables (formerly Detailed Summary). This provides information on areas such as staffing ratios that was not displayed in this section previously.

### ***Fewer Graphs***

The number of graphs within this report has been reduced to assist in the ease of use for the reader. The number of trend graphs has been decreased and the second quartile graph displaying gender breakdown has been removed.

The removal of these graphs has been implemented to simplify the display of the data and to reduce duplication of data presented elsewhere in the report in tabular form.

### ***Additional Information***

The introduction and "Guide to the Benchmarking Report" sections include a guide to statistical terms and additional insight into the implications of the measures.

### ***Not Changed in 2007 Scales of Trend Graphs***

Despite feedback from a number of sources, the scales on the trend tables will remain independent of each other in this year's report. It was hoped that we could adjust the scale to increase consistency with adjacent graphs, but the reporting tools used did not allow for this to occur while remaining flexible in other requirements of the reporting. While this is not changed for the 2008 report, we will continue our investigations to improve this for the 2009 report.

## Important Considerations

When viewing and sharing the results in this report, it is important to note the following points:

1. Where results are not displayed for a measure or specific breakdowns (ie classification level or gender split), data was not available to allow this calculation to be made. The maybe one or both of the data sets used in the calculation.
2. Where data has been entered for some, but not all classification groupings (ie general, academic or senior staff sections), a total result will not be calculated. . This could affect a number of measures; however, one of the more likely measures that this would affect is **Unscheduled Absence**.
3. For the case of median age or length of service measures, where there were no occurrences for the period for the University, no results will be display.
4. For **Centralised Staffing Ratios**, results will only appear if the member has submitted data for both the specific function and **FTE Including Casuals**.
5. Members may note differences between current and previous years' publications when comparing trend results. As new members submit data for previous years, and continuing members add or modify previous years' data, the trend data is likely to change between publications.
6. The scale of the graphs, especially the trend graphs, may differ between graphs displaying similar data, due to wide discrepancies in minimum and maximum possible values. In order to enhance individual graph readability and interpretability, each graph's scale has been tailored to its own data. In these instances, please undertake cross-graph comparisons with caution.
7. The data set used for the sector or group comparison is described on the title page of the report as well as in the header for each page.

## Key Definitions

This section presents some key definitions for quick and easy reference. For a full description of term and measure definitions, please refer to the Definition Manual 2008.

### **Staff**

A staff member is a paid employee of the organisation in a fixed term, ongoing or casual basis. The category does not include people contracted through a third party.

### **Faculty**

Faculties are academic organisational units which have as their primary objective the undertaking of teaching only functions, teaching-and-research functions or research only functions. Such units are referred to by various names, such as "schools" and "departments". The staff working within an academic organisational unit would include people undertaking or supporting teaching or research functions and in most cases would also include people undertaking other functions such as clerical and administrative work. Research Centres are to be included within Faculty results for the program.

A Faculty may consist of academic staff, general staff, and senior staff, though due to the nature of work performed will mainly consist of academic staff.

### **Division**

Divisions comprise all non-academic organisational units including: academic support services organisational units; student services organisational units; public services organisational units; and general institution services organisational units.

A Division may consist of academic staff, general staff, and senior staff, though due to the nature of work performed will mainly consist of general staff.

### **Academic Staff**

An academic staff member is employed to primarily perform the academic functions of teaching and/or research.

Academic senior staff are not included in this category. On the data submission online form, they should be entered in the Senior Staff row.

Research staff employed under academic employment conditions (ie under academic award or employment agreement) are included in this category.

### **General Staff**

General staff are those employees who are not employed as academic staff members, ie the employee does not perform the functions of teaching or research.

General staff are grouped by Administrative/clerical (HEW 1-5) and professional/managerial (HEW 6-10) and can be broken down further by classification levels (based on HEW classification levels).

Research staff employed under general employment conditions (ie under general award or employment agreement) should be included in this category.

### **Senior Staff**

The category of senior staff comprises all General staff who are remunerated at above award levels, or above HEW level 10, or Senior Academic staff, including Deans, Heads of Schools and Directors of Centres. Senior Academic Staff are included in this category only, and not in the Academic category.

### **Headcount**

Headcount is the actual number of staff employed by the organisation, regardless of their full time equivalent.

### **FTE (Full Time Equivalent)**

Number of full time equivalent staff where full time equivalence is calculated by dividing the number of hours actually worked by the number of hours worked by a full time employee. eg a staff member who works part time 50% will be a 0.5 FTE.

### **Work Status**

Ongoing/continuing/tenured – employment with no fixed-end date

Fixed-term/non-tenured/contract – employment for a specified term with a specific start and end date

### **Casual Staff**

A casual employee is an employee who is contracted and paid on sessional basis (per hour, session, or day). Some leave (typically recreation and sick leave) is generally paid which is reflected in the rate of pay. There are no expectations of ongoing work and the employee is free to refuse work at any time due to other commitments. Casual employees are also referred to as sessional and paid on claim employees.

## Timing of Survey – Calendar Year

Data is submitted on a calendar year basis (1 January to 31 December). Members are notified of the due dates for submission of data.

## Universal Inclusions and Exclusions

Below is a list of universal inclusions and exclusions that are relevant for all measures, unless specifically stated in the relevant definition. Please refer to the Definition Manual for definitions for specific measures and specific inclusions and exclusions for those measures.

Measures exclude casual staff unless otherwise specifically stated.

### **Universal Inclusions**

- a) Ongoing/continuing/tenured – employment with no fixed-end date
- b) Fixed-term/non-tenured/contract – employment for a specified term with a specific start and end date
- c) Full-time – those employed to undertake a full workload.
- d) Part-time/fractional staff – those employed for a fraction of the normal full-time workload
- e) General, academic and senior staff (where relevant)
- f) Teaching/Teaching and Research/Research Only and Other
- g) Offshore Staff (if they are regarded as staff of the university)

### **Universal Exclusions**

- a) Casual general and casual academic staff (unless otherwise stated)
- b) Scholarships holders
- c) Apprentices
- d) Miscellaneous
- e) Vocational Teaching Staff
- f) Vocational General Staff (pro-rata if they form part of overall staff complement)

## List of Measures

DF Ex Cas.....	Ratio of Division to Faculty Staff (Excluding Casuals)
DF In Cas.....	Ratio of Division to Faculty Staff (including Casuals)
GA Ex Cas.....	Ratio of General Staff to Academic Staff (Excluding Casuals)
GE In Cas.....	Ratio of General Staff to Academic Staff (Including Casuals)
FGA Ex Cas.....	Ratio of Faculty General Staff to Faculty Academic (Excluding Casuals)
FGA In Cas.....	Ratio of Faculty General Staff to Faculty Academic (Including Casuals)
ATL.....	Average Time lost
OHS.....	OH&S Incident Rate
CSR - Fin.....	Centralised Staffing Ratio - Finance
CSR - IT.....	Centralised Staffing Ratio - Information Technology
CSR - Stud Ad.....	Centralised Staffing Ratio - Student Administration
CSR - SS.....	Centralised Staffing Ratio - Student Services
CSR - Lib.....	Centralised Staffing Ratio - Libraries
CSR - Build.....	Centralised Staffing Ratio - Buildings/Facilities
CSR - L&R.....	Centralised Staffing Ratio - Learning and Research
CSR - Mark.....	Centralised Staffing Ratio - Marketing/Communication Staff
CSR - HR.....	Centralised Staffing Ratio - HR Department Staff
CSR - Pay.....	Centralised Staffing Ratio - Payroll Staff
HR Func.....	HR Function Staffing Ratio
Empl Cost.....	Employment Costs as a % of Revenue
Fem.....	Female Participation
TT.....	Total Turnover
VEI.....	Voluntary Employee Initiated Turnover
VUI.....	Voluntary University Initiated Turnover
IUI.....	Involuntary University Initiated Turnover
FTC.....	Fixed Term Contract Expiration
RR.....	Recruitment Rate
RS.....	Recruitment Source
App Int.....	Applicant Interest
DTO.....	Recruitment Days to Offer
DTS.....	Recruitment Days to Start
Abs.....	Unscheduled Absence Taken per Employee
Doc Qual.....	Doctoral Qualifications
Ac Promo.....	Academic Promotion Rate
Appl Promo.....	Applications for Promotion Rate
Succ Promo.....	Academic Promotions Success Rate
Hon Ac.....	Honorary/Visiting Academics
AP <25.....	Age Profile < 25 Years of Age
AP 25-29.....	Age Profile 25 - 29 Years of Age
AP 30-34.....	Age Profile 30 - 34 Years of Age
AP 35-39.....	Age Profile 35 - 39 Years of Age
AP 40-44.....	Age Profile 40 - 44 Years of Age
AP 45-49.....	Age Profile 45 - 49 Years of Age
AP 50-54.....	Age Profile 50 - 54 Years of Age
AP 55-59.....	Age Profile 55 - 59 Years of Age
AP 60-64.....	Age Profile 60 -64 Years of Age
AP 65+.....	Age Profile 65 + Years of Age
Med Rec.....	Median Age of New Recruits
Med Sep.....	Median Age of Separated Staff
LOS <1.....	Length of Service Profile - less than 1 year
LOS 1-3.....	Length of Service Profile – 1-3 ears
LOS 3-5.....	Length of Service Profile – 3-5 years
AP 5-10.....	Length of Service Profile – 5-10 years
AP 10-15.....	Length of Service Profile – 10-15 years
AP 15-20.....	Length of Service Profile – 15-20 years
AP 20-25.....	Length of Service Profile – 20-25 years
AP 25-30.....	Length of Service Profile – 25-30 years
AP 30+.....	Length of Service Profile – 25 years or more
LOS Cur.....	Median Length of Service of Current Staff
LOS Sep.....	Median Length of Service of Separating Staff

## What is Benchmarking?

### ***What is Benchmarking?***

Benchmarking is the process of sharing information between organisations in an effort to learn more about the organisation itself and the sector/industry. This then allows organisations to develop plans on how to adopt such best practice, usually with the aim of increasing some aspect of performance.

From this shared information, the organisations involved are able to review their current practices to ensure that they have effective and efficient strategies and processes.

Within the context of this program, benchmarking is the sharing of human resource data within the University sector, to enable Universities to evaluate, on a comparative basis, the effectiveness and efficiencies of their human resource functions and strategies.

### ***The Program***

As mentioned above, the program looks at sector and group data within the University sector, giving the members a picture of how they compare to the sector and the relevant groups.

The Program report provides data for the members across a wide range of measures, giving percentile rank information, trend data and a detailed breakdown of the members' data compared to the sector.

The annual conference reviews the information provided in the report, giving context to the results. The conference also includes case studies from various Universities, which provides an opportunity to look at best practice within the sector and provides feedback on the differences between the members of the program, as well as a broader perspective on how to use data, analyse the effectiveness of process.

The main aim of the Program is to provide an awareness that will assist in human resources decision making within the member organisations. It is hoped that the members will achieve greater awareness of:

- Their University's current workforce situation and recent past;
- The sector and groups' current workforce situation and recent past;
- How the sector and group compares to the University; and,
- How the University's specific environment (ie market, location, history, staffing profile, strategic focus etc) affects their situation and how it differentiates it to the sector/group.

### ***How do I use the Information?***

The basic elements of the report can show how your organisation is tracking against the sector as well as showing the trend results. The various tables and graphs that show the break down of gender and classification also enable you to drill down to specific groups of people.

### ***Percentile Rank***

The Percentile Rank shows where you sit within the comparison groups. The graph illustrates the range of results across the group and gives an indication of the spread of results. The greater the range, the more varied the results are across the sector. This could be a result of a variety of different practices being used.

For example, if the range of General to Academic Ratio is high, it may be as a result of the differences in outsourcing general staff, the number of campuses that members have and the types of staff that members employ in certain areas, such as research.

If the top and/or bottom quartile are significantly larger than the middle quartiles, this shows that most universities have a similar result with one or more members being outliers.

It is important to note that each different measure has different ideal results, whether this is a high or low result, or tending towards the median or average. More importantly, your target result will differ to other universities, or even the sector as a whole. As a result, it is important to take into account your specific circumstances when analysing your results.

### ***Trends***

Trends are shown graphically and in tabular form for all measures. These trends show what the sector/group results are doing over a period of time. This can give a good indication of what the external environment is doing in certain areas.

A good example of trend data being useful is in the measure applicant interest. The recent trend has been for the sector averages to decrease across time. If a member's score is remaining stable across time, this would be a positive result.

### ***Regional/Group Comparisons***

It is important to be able to compare results across different environments. For example, a GO8 University might get a better understanding of their results if they compare to the GO8 sector in conjunction with the wider University Sector.

### ***External Benchmarks***

It is important to be able to compare results across different environments. For example, a GO8 University might get a better understanding of their results if they compare to the GO8 sector in conjunction with the wider University Sector.

### ***Internal Benchmarks***

Internal benchmarks provide the organisation with a useful diagnostic tool. The results in the HR Universities' Benchmarking Program provide a practical organisational measure, but various sections of the organisations might be experiencing highs or lows within certain measures. An internal indicator can allow you to monitor all areas of the organisation. This can tie in with the Universities' program which can be used as a comparison for these areas.

### ***Information from Government Authorities***

The governing bodies are also very useful sources of information. Government departments such as DEEWR (Australia), Ministry of Education (New Zealand) and Department of Education (South Africa) provide a range of statistics that are publicly available on a number of staff related areas such as diversity, qualifications and age. These sources can give a broader focus and can complement the measures that are recorded within the Program.

Other community statistics can also be employed to compliment your analysis. For example, community unemployment rates and age demographics are readily available from government sources and can provide valuable information that can be used in conjunction with benchmarking data.

### ***Best Practice***

Best Practice, generally speaking, is the process of seeking what is considered the best way of performing certain tasks. While benchmarking does not specifically measure "best practice", it can measure certain attributes of an organisation, compare against other organisations, and give an indication of when an organisation is performing well. The Program also allows the members to discuss various aspects of their processes and strategies at the annual conference, allowing a sharing of ideas, and giving the opportunity for organisations to formulate what is "Best Practice" for their particular organisation.

### ***Tips for Analysing Data***

- Consider the unique characteristics of your University. Does your environment affect your result?;
- Consider the strategies, policies and processes in place in the organisation. This may affect your results;
- Drill down into the organisational data. Certain team units might be experiencing problems that are not visible at the organisational level;
- Take note of your position relative to other members of the program, but do not try to be the "best" in the sector, rather, it is important to achieve your organisational targets;
- Set targets based on your individual need, not on what the sector is doing;
- Take into account the sector trends in setting your targets;
- Use other data to support/differentiate your results. For example, you may have specific turnover data that relates to your geographical area that shows trends in the area; and,
- Using multiple sources of data can add value to your benchmarking information.

## Medians, Averages, Percentiles: When to use them and what do they mean.

The HR Universities' Benchmarking Report uses a number of statistical terms that many readers will be familiar with, but may not necessarily know how or when to most appropriately use the terms. This section describes the use of these terms.

### **Measures of Central Tendency: Median vs Average**

The terms median and average are both used to describe the central or typical number, but can have distinctly different values. The term average is used most commonly, but the median figure can prove to be much more valuable in many circumstances.

#### **Average**

The average number is the sum of the values divided by the count of the population. This makes it an easily calculated figure and provides meaning to many people. The disadvantage of using an average is that outliers (or extreme values) can have a significant affect on the result. Also, populations that are skewed will also affect the result.

The average is best used where the sample follows a normal distribution (ie the bell curve). Within the program, the Female Participation measure best fits this description.

#### **Median**

The median figure is the middle number of the sample when ordered. The median is the number where there are as many values greater as there are lesser. The main advantage of this method is that it is not affected by the spread of the sample. The main disadvantage of this measure is that it is not easily calculated, especially if there are a larger number of values.

The median is best used where there is potential for extreme values, or the distribution is skewed. An example of this within the program is Voluntary (both Employee and University) Initiated Turnover, where most members' values will tend to be very close to zero though some will be much higher.

#### **Mode**

There is a third measure of central tendency that is not used explicitly in the program. This is the mode, which is the most frequently occurring value. This is useful when you are using discrete numbers or groupings. An example of where you would use this is in the Age or Length of Service Profile.

#### **Example**

If we are looking at the following set of numbers: 1 – 3 – 3 – 8 – 9 – 13 – 36

The average is 11 – (sum/count = 77/7)

The median is 8 – (1 – 3 – 3 – 8 – 9 – 13 – 36)

The mode is 3 – (occurs twice)

### **Spread of Results: Quartiles and Percentiles**

While the measures of central tendency (ie median and average) provide the typical values, the spread or range of results can also give meaning to the results. The maximum and minimum obviously give you the range of results for the population but they do not tell the full story. Percentiles indicate the spread of results by detailing the number (or proportion) of results within a certain range.

#### **Specific Percentiles used in the Program.**

Within the program, the percentiles that are used are:  
100th (maximum), 90th, 75th, 50th (median), 25th, 10th, 0th (minimum)

With the exception of the 10th and 90th percentiles, these form the boundaries of the quartiles (see below). The 10th and 90th percentiles are used to help indicate where there are outliers or extreme values in the population.

If your result is at the 90th percentile, your result will be higher than 90% of other Universities, and less than 10% of the other members.

#### **Quartiles**

Quartiles are the range of values that divide the range into four parts. The first quartile is the range between the 25th percentile and the minimum, the second quartile is between the median and the 25th percentile and so on.