



# **TURNOVER ANALYSIS**

**SEPARATIONS, RETENTION, AND HIRING STATISTICS**

**FOR**

**REGULAR EMPLOYEES**

**APRIL 2009**



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## Turnover Highlights

- ▶ In calendar year 2008 the number of employee separations for all reasons was 10.5% of the population of regular employees. Of this, voluntary resignations made up 5.2% and retirements accounted for 2%. The remaining 3.3% resulted from end of term appointments, layoff, termination, disability, or death.
- ▶ The rate of separations (10.5%) exceeded the rate of new hires and rehires (7.7%), indicating a reduction in the total number of regular employees.
- ▶ The number of separations due to position elimination/staff reduction grew from 12 in 2006, 11 in 2007 to 53 in 2008; reflecting downsizing due to the financial conditions.
- ▶ The relatively low rate of voluntary resignations indicates that UMS has overall strong retention. However, there are specific positions and locations where hiring and retention are problematic.
- ▶ The University of Maine has 45.1 % of the UMS employee population. They also had 45% of the separations from 2006 through 2008.
- ▶ Separation rates in 2008 vary from a high of 17.5% at the University of Maine at Machias to 5.5% at the University of Maine at Fort Kent.
- ▶ 61.7 % of separations are due to voluntary resignations.
- ▶ The average years of service for voluntary resignations is 3.69 years, for voluntary retirements 18.62 years, and for Involuntary separations 5.45 years.
- ▶ In 2008 the percent of new hires/rehires at Universities varies from a high of 7.9% at UM to 5.4% at USM.
- ▶ In 2008 the percent of separations varies within bargaining groups from a high of 20.8% in the Police unit to 6.3% in the non represented faculty group. Separation rates in represented bargaining units for 2008 are:  
AFUM - 6.8%, UMPSA - 13.8%, COLT - 13.2%, Service and Maintenance - 9.2%, University Supervisors - 6.5%, Police - 20.8%.
- ▶ In 2008 the percent of New hires/Rehires by bargaining group varies from a high of 20.8% in the Police unit to a low of 1.1% in University Supervisors. Note that the percent of Police separations is also 20.8% for the year.

## Methodology

This analysis includes only regular staff, and primary position records. No part time faculty are included due to the semester by semester nature of their employment.

The analysis is viewed in calendar years.

The population for each year is determined by averaging the number of staff active, on leave, or on leave with pay on the first day of the year and on the last day of the year.

Resignations, voluntary retirements, and failure to return from leave are reasons considered voluntary separations.

All other separation reasons are considered involuntary.

Key to bargaining groups:

AFUM - Associated Faculties of the University of Maine System

UMPSA - Universities of Maine Professional Staff Association

COLT - Associated C.O.L.T. Staff of the Universities of Maine  
Clerical, Office, Laboratory and Technical Unit

Service & Maintenance - Teamsters Union Local #340

Police - Teamsters Union Local #340

Non Represented Salaried

Non Represented Faculty

University Supervisors

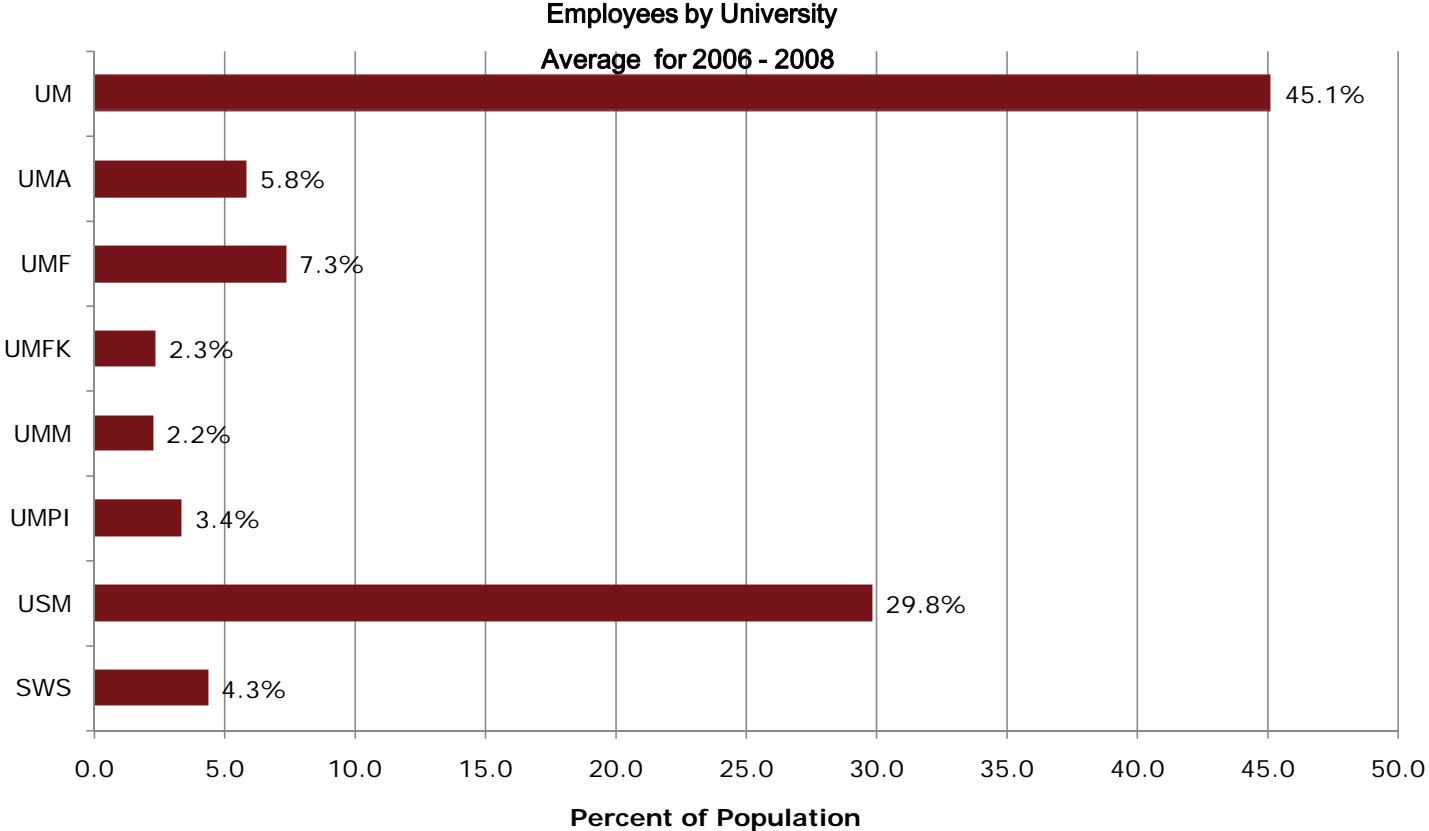
Non Represented Hourly

University of Maine System  
Turnover Analysis 2006 - 2007 - 2008

Headcount - Regular Staff  
by University

Calendar Year	UM	UMA	UMF	UMFK	UMM	UMPI	USM	SWS	Total
	Count	Count	Count	Count	Count	Count	Count	Count	Count
2006	2,416	304	383	123	115	171	1,592	228	5,329
2007	2,397	310	394	127	117	178	1,574	232	5,327
2008	2,401	344	389	127	114	183	1,522	193	5,271

The calendar year count is an average of the first and last day of the calendar year.

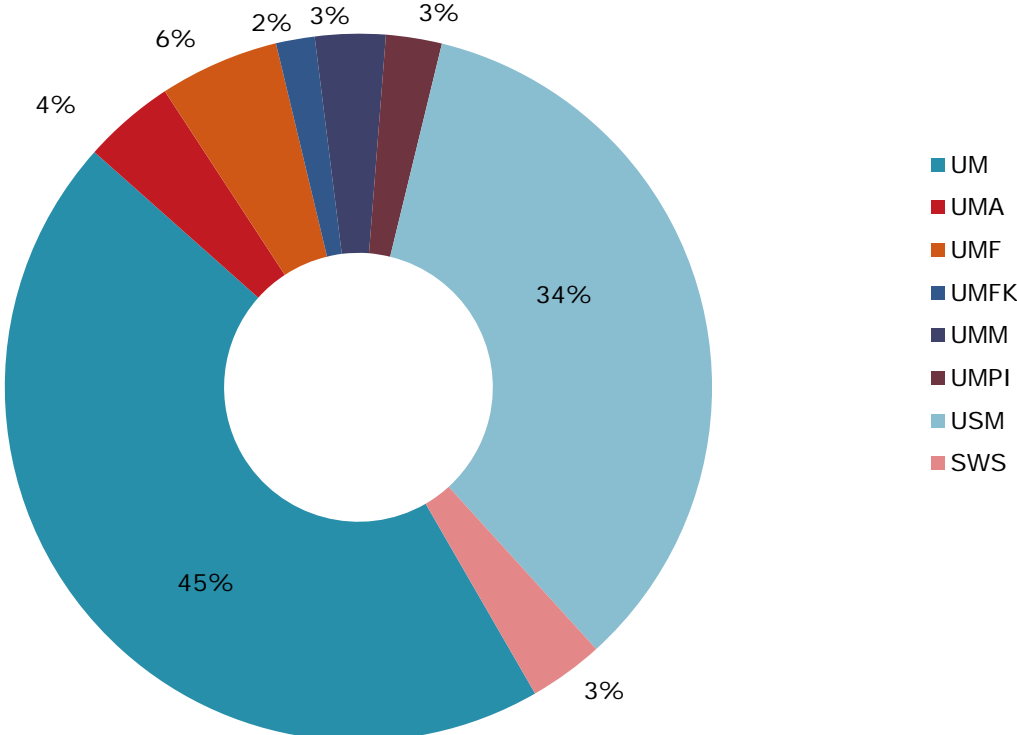


University of Maine System  
Turnover Analysis 2006 - 2007 - 2008

Separations by University  
All Reasons

Calendar Year	UM	UMA	UMF	UMFK	UMM	UMPI	USM	SWS	Total
	Count	Count	Count	Count	Count	Count	Count	Count	Count
2006	259	26	25	10	19	17	190	17	563
2007	246	19	35	12	14	12	170	20	528
2008	234	24	30	7	20	16	207	16	554

Separations by University  
Average 2006 - 2008



University of Maine System  
Turnover Analysis 2006 - 2007 - 2008

**Separation Rate - Resignations and Total Separations  
As Percent of University Population**

Separations

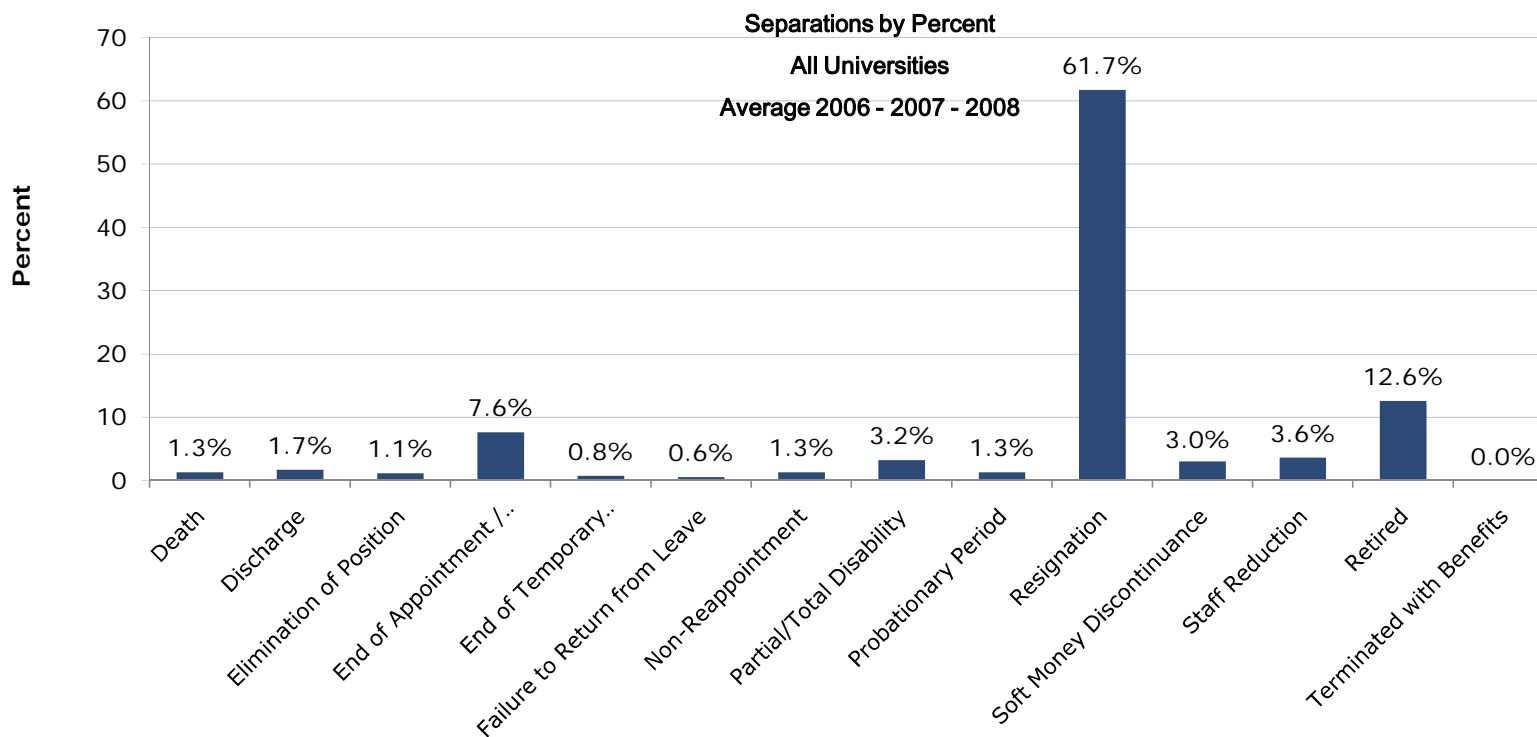
	UM		UMA		UMF		UMFK		UMMM		UMPI		USM		SWS		Total	
	%		%		%		%		%		%		%		%		%	
	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All
2006	6.5	10.7	5.9	8.6	4.7	6.5	6.5	8.2	10.5	16.6	4.1	10.0	9.2	11.9	5.3	7.5	7.1	10.6
2007	5.4	10.3	3.2	6.1	5.6	8.9	5.5	9.4	7.7	12.0	5.1	6.8	8.1	10.8	5.2	8.6	6.1	9.9
2008	5.1	9.7	2.9	7.0	3.1	7.7	3.2	5.5	4.4	17.5	3.3	8.7	7.0	13.6	4.1	8.3	5.2	10.5

Resignations include failure to return from Leave

University of Maine System  
Turnover Analysis 2006 - 2007 - 2008

**Separations by Reason**  
All Universities

Calendar Year	Death	Discharge	Elimination of Position	End of Appointment	End of Appointment / Contract	End of Temporary Employment	Failure to Return from Leave	Non-Reappointment	Partial/Total Disability	Probationary Period	Resignation	Soft Money Discontinuance	Staff Reduction	Terminated with Benefits	Retired	Total
<b>Total</b>																
<b>2006</b>	8	9	2	38	4	2	2	21	5	376	21	10	0	65	563	
<b>2007</b>	3	10	2	51	4	2	11	15	7	324	13	9	1	76	528	
<b>2008</b>	11	8	14	42	5	4	7	15	9	272	17	39	0	106	554	



University of Maine System  
Turnover Analysis 2006 - 2007 - 2008

Separations by Reason  
by University

Calendar Year	Death	Discharge	Elimination of Position	End of Appointment / Contract	End of Temporary Employment	Failure to Return from Leave	Non-Reappointment	Partial/Total Disability	Probationary Period	Resignation	Soft Money Discontinuance	Staff Reduction	Retired	Terminated with Benefits	Total
<b>UM</b>															
2006	6	3	1	21	2	1	1	16	2	156	13	4	33		259
2007	2	6	1	37	2	2	9	11	2	127	8	3	36		246
2008	4	2	7	18	1	1	5	8	2	121	9	9	47		234
<b>UMA</b>															
2006		1	1	2		1				17			4		26
2007	1			1			1			10		2	4		19
2008	1	1		6		1		2		9		1	3		24
<b>UMF</b>															
2006				3				2	1	18			1		25
2007		1	1	6			1		1	22			2	1	35
2008	1			6	1				1	12	1	1	7		30
<b>UMFK</b>															
2006										8			2		10
2007										7			5		12
2008				1	1					4			1		7

University of Maine System  
Turnover Analysis 2006 - 2007 - 2008

Separations by Reason  
by University

Calendar Year	Separations by Reason														Total
	Death	Discharge	Elimination of Position	End of Appointment / Contract	End of Temporary Employment	Failure to Return from Leave	Non-Reappointment	Partial/Total Disability	Probationary Period	Resignation	Soft Money Discontinuance	Staff Reduction	Retired	Terminated with Benefits	
<b>UMM</b>															
2006		1		5					12			1		19	
2007				1	1				9			3		14	
2008		1	7		2	1			5		1	3		20	

<b>UMPI</b>														
2006				1	2			1		7	1		5	17
2007										9			3	12
2008	1			3				2		6			4	16

<b>USM</b>														
2006	2	4		6			1	2	2	146	6	6	15	190
2007		3		4	1			3	4	128	5	4	18	170
2008	4	4		8		1	2	1	6	107	7	30	37	207

<b>SWS</b>														
2006										12	1		4	17
2007				2				1		12			5	20
2008								2		8		2	4	16

University of Maine System  
Turnover Analysis 2006 - 2007 - 2008

**Average Years Worked from Service Date to Termination Date  
by University**

Avg Yrs Srvc	UM		UMA		UMF		UMFK		UMM		UMPI		USM		SWS		Total	
	Count	Years	Count	Years	Count	Years	Count	Years	Count	Years	Count	Years	Count	Years	Count	Years	Count	Years
<b>2006</b>																		
Resig	157	4.3	18	3.7	18	3.3	8	3.2	12	3.6	7	4.0	146	4.0	12	5.0	378	4.1
Retired	33	26.5	4	29.5	1	22.0	2	12.4	1	10.0	5	19.6	15	22.7	4	25.5	65	24.4
Involunta	69	8.4	4	4.6	6	7.5			6	1.5	5	2.3	29	6.6	1	7.1	120	7.2
	259	8.2	26	7.8	25	5.1	10	5.0	19.0	3.3	17.0	8.1	190.0	5.9	17.0	10.0	563.0	7.1
<b>2007</b>																		
Resig	129	4.8	10	4.3	22	5.1	7	4.0	9	3.4	9	2.8	128	4.0	12	3.7	326	4.1
Retired	36	24.5	4	19.9	2	19.8	5	15.9	3	27.7	3	17.8	18	19.9	5	17.4	76	20.7
Involunta	81	5.2	5	6.9	11	2.5			2	2.0			24	6.3	3	4.5	126	5.8
	246	7.8	19	8.3	35	5.1	12	9.0	14	8.4	12	6.6	170	6.0	20	7.3	528	7.0
<b>2008</b>																		
Resig	122	4.3	10	1.6	12	5.5	4	1.8	6	3.6	6	4.8	108	4.3	8	7.5	276	4.3
Retired	47	26.8	3	23.3	7	26.6	1	33.0	3	23.5	4	26.7	37	21.0	4	23.1	106	24.5
Involunta	65	7.3	11	4.9	11	1.9	2	2.5	11	2.6	6	8.4	62	7.5	4	11.1	172	6.6
	234	9.7	24	5.8	30	9.1	7	6.4	20	6.0	16	11.6	207	8.3	16	12.3	554	8.9

**Average of 2006 - 2007 -2008**

Resig	136	4.5	13	3.3	17	4.6	6	60.5	9	3.5	7	3.7	127	4.1	11	5.2	327	4.2
Retired	39	26.0	4	24.3	3	24.8	3	17.2	2	23.4	4	21.5	23	21.1	4	21.7	82	23.7
Involunta	72	6.9	7	5.3	9	3.4	1	5.1	6	2.2	4	5.6	38	7.0	3	65.0	139	6.4

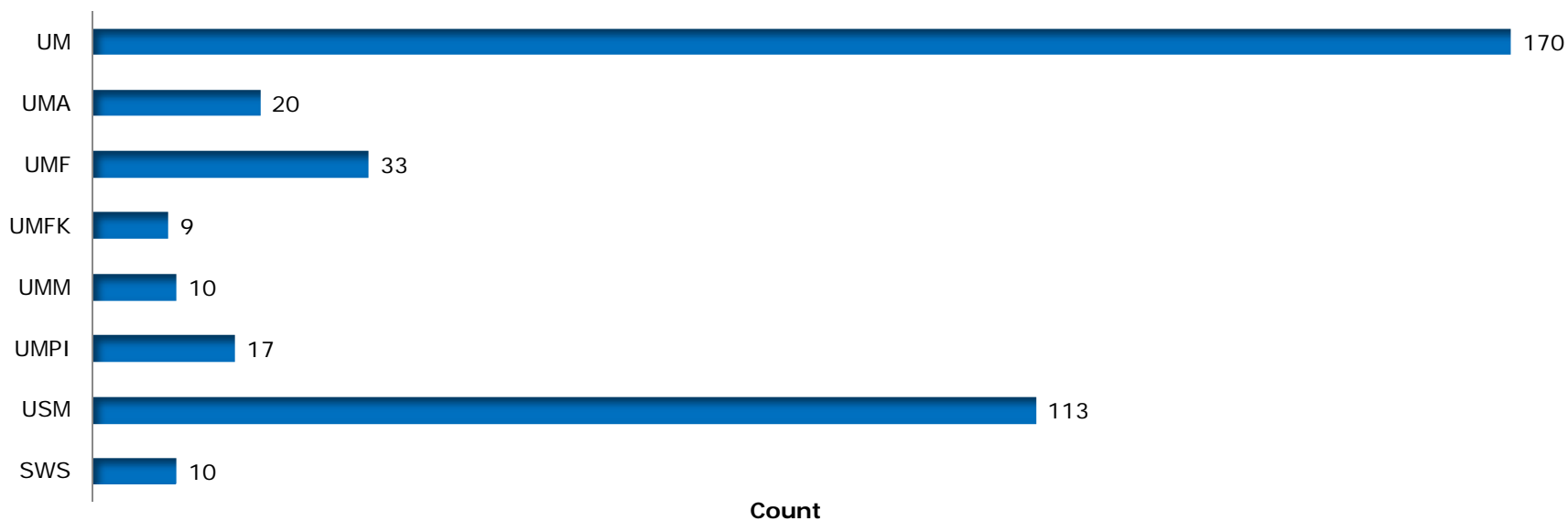
University of Maine System  
Turnover Analysis 2006 - 2007 - 2008

New Hires and Rehires by University  
By Percent of Population

Calendar Year	UM		UMA		UMF		UMFK		UMM		UMPI		USM		SWS		Total	
	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%
2006	163	6.8	23	7.5	44	11.2	9	7.1	14	12.2	16	9.4	130	8.3	13	5.5	474	8.9
2007	156	6.6	15	4.8	28	7.1	9	7.0	9	7.6	24	13.0	131	8.3	8	3.5	434	8.2
2008	191	7.9	22	5.9	26	6.8	8	6.4	8	7.3	11	6.1	79	5.4	9	5.7	400	7.7

Transfers within the University are not included in this analysis. Rehires may have been from temporary to regular positions.

New Hires and Rehires  
by University  
Average for 2006 - 2008



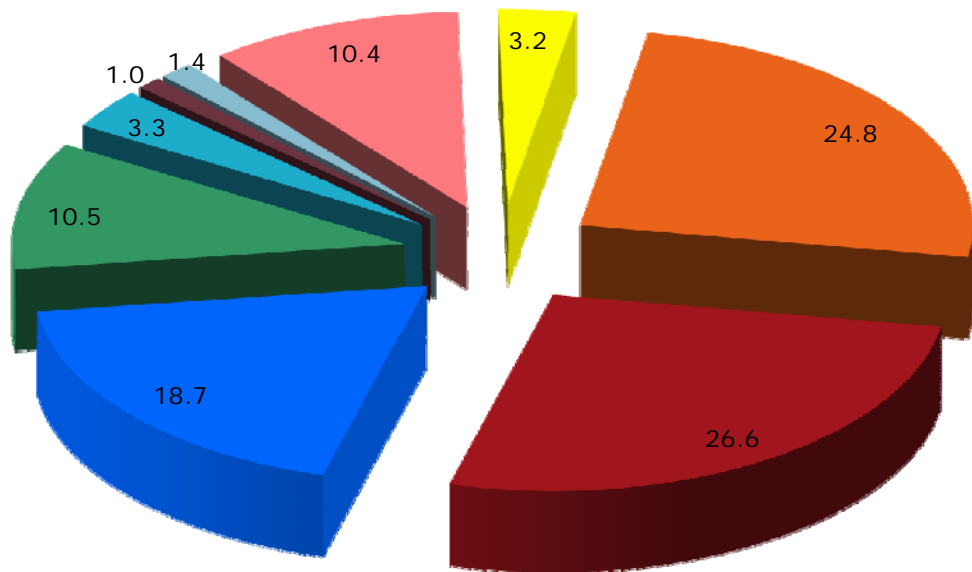
University of Maine System  
Turnover Analysis 2006 - 2007 - 2008

Headcount - Regular Staff  
by Bargaining Group

	AFUM		UMPSA		COLT		Serv & Maint		University Superv		Police		NonRep Hourly		NonRep Salaried		NonRep Faculty		Total	
	Count	PCT	Count	PCT	Count	PCT	Count	PCT	Count	PCT	Count	PCT	Count	PCT	Count	PCT	Count	PCT	Count	PCT
2006	1,317	24.7	1,404	26.3	1,017	19.1	564	10.6	181	3.4	56	1.0	77	1.4	554	10.4	162	3.0	5,329	100.0
2007	1,327	24.9	1,418	26.6	990	18.6	560	10.5	178	3.3	54	1.0	75	1.4	560	10.5	167	3.1	5,327	100.0
2008	1,309	24.8	1,423	27.0	969	18.4	554	10.5	169	3.2	53	1.0	72	1.4	549	10.4	174	3.3	5,271	100.0

Employees by Bargaining Group

Average 2006 - 2008



AFUM UMPSA COLT Serv & Maint University Superv Police NonRep Hourly NonRep Salaried NonRep Faculty

Part-time faculty are not included due to the semester by semester nature of their employment.

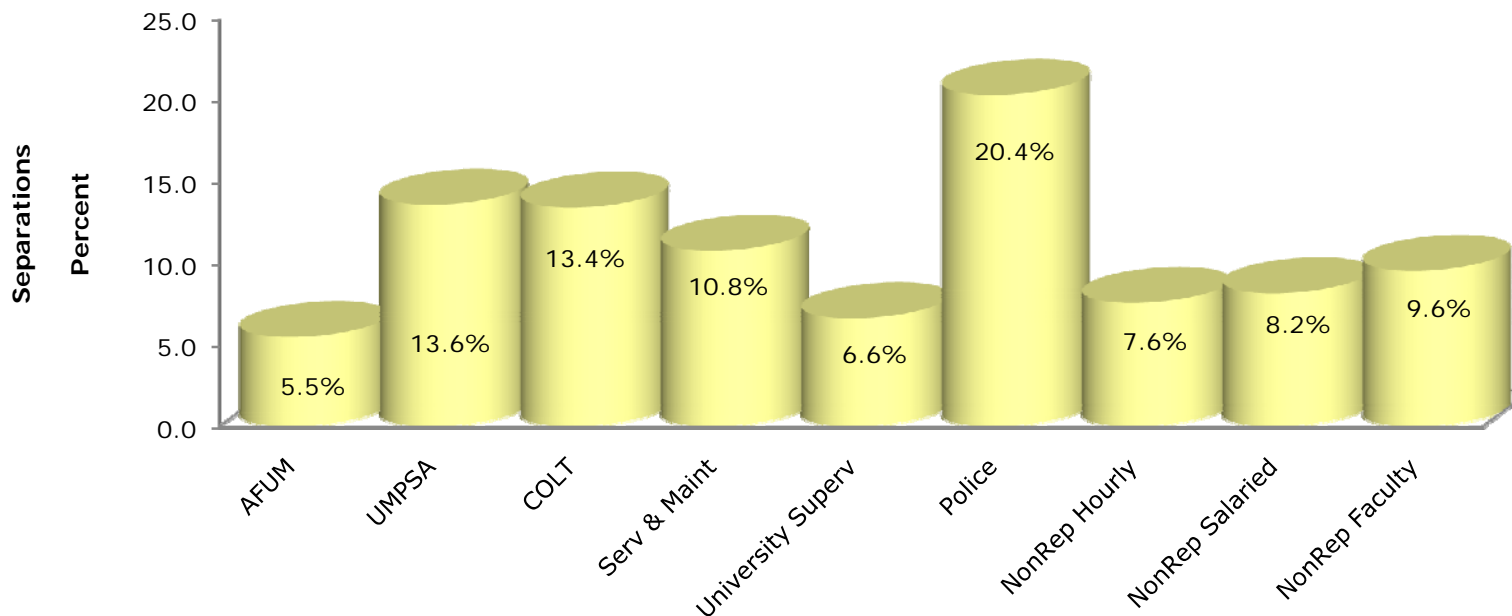
University of Maine System  
Turnover Analysis 2006 - 2007 - 2008

Separations as Percent of Total Population by Bargaining Group  
Separation Rate - Resignations and Total Separations

	AFUM		UMPSA		COLT		Serv & Maint		University Superv		Police		NonRep Hourly		NonRep Salaried		NonRep Faculty		Total	
	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All
2006	1.9	4.4	10.3	14.3	12.0	15.2	6.4	10.3	7.2	10.0	10.8	19.8	5.2	7.8	2.9	7.0	6.8	10.5	7.1	10.6
2007	2.6	5.3	8.4	12.8	9.1	11.9	6.4	12.9	1.7	3.4	16.8	20.6	2.7	6.7	4.2	8.6	6.0	10.2	6.1	9.9
2008	1.9	6.8	7.6	13.8	7.5	13.2	4.7	9.2	3.0	6.5	17.0	20.8	1.4	8.3	4.6	8.9	2.3	6.3	5.2	10.5

The calendar year count is an average of the first and last day of the calendar year.

Separations by Bargaining Group  
Three - Year Average 2006 - 2008  
As a Percent of Bargaining Group Population



University of Maine System  
Turnover Analysis 2006 - 2007 - 2008

Separations by Bargaining Group  
by Separation Reason

Calendar Year	Death	Discharge	Elimination of Position	End of Appointment / Contract	End of Temporary Employment	Failure to Return from Leave	Non-Reappointment	Partial/Total Disability	Probationary Period	Resignation	Soft Money Discontinuance	Staff Reduction	Retired	Terminated with Benefits	Total
<b>AFUM</b>															
2006	4			9	0	2	1		25	1			16		58
2007				9			6	1	34				19	1	70
2008	1			15	3		5		25				40		89
<b>UMPSA</b>															
2006	3	2	1	16	1			5	1	145	15	2	9		200
2007	1	1	1	21		1	2	2	1	118	10	5	18		181
2008	2	4	5	18				2	3	108	12	24	19		197
<b>COLT</b>															
2006		1		6	2	1		2	2	121	2	3	14		154
2007		4	1	5	1			3	3	90	1	1	9		118
2008	2		7	6	2	3		3	3	70	4	9	19		128
<b>Service &amp; Maintenance</b>															
2006		4		4		1		9	2	35			3		58
2007	1	4		13		1		7	1	35			10		72
2008	3	3				1		7	2	25		1	9		51

University of Maine System  
Turnover Analysis 2006 - 2007 - 2008

Calendar Year	<div style="display: flex; justify-content: space-between; padding: 5px;"> <span>Death</span> <span>Discharge</span> <span>Elimination of Position</span> <span>End of Appointment / Contract</span> <span>End of Temporary Employment</span> <span>Failure to Return from Leave</span> <span>Non-Reappointment</span> <span>Partial/Total Disability</span> <span>Probationary Period</span> <span>Resignation</span> <span>Soft Money Discontinuance</span> <span>Staff Reduction</span> <span>Retired</span> <span>Terminated with Benefits</span> <span>Total</span> </div>														
	<b>University Supervisor</b>														
2006				1				1		13			3		18
2007				1				1		3			1		6
2008		1	1					2		5		1	1		11
<b>Police</b>															
2006								2		6			3		11
2007		1								9			1		11
2008								1		9			1		11

University of Maine System  
Turnover Analysis 2006 - 2007 - 2008

Calendar Year	Death	Discharge	Elimination of Position	End of Appointment / Contract	End of Temporary Employment	Failure to Return from Leave	Non-Reappointment	Partial/Total Disability	Probationary Period	Resignation	Soft Money Discontinuance	Staff Reduction	Retired	Terminated with Benefits	Total
<b>NonRep Hourly</b>															
2006			1						4		1				6
2007								2	2				1		5
2008						1		1			2	2			6
<b>NonRep Salaried</b>															
2006	1	2		1			1		16	3	4	11			39
2007	1			1	2		1		23	2	3	15			48
2008	2		1	1					25	1	7	12			49
<b>NonRep Faculty</b>															
2006				2					11				6		19
2007				1	1		3		10				2		17
2008	1			2			2		4		6	2			17

University of Maine System  
Turnover Analysis 2006 - 2007 - 2008

Average Years Worked from Service Date to Termination Date  
by Bargaining Group

Avg Yrs Srvc	AFUM		UMPSA		COLT		Serv & Maint		University Superv		Police		NonRep Hourly		NonRep Salaried		NonRep Faculty		Total	
2006	Count	Years	Count	Years	Count	Years	Count	Years	Count	Years	Count	Years	Count	Years	Count	Years	Count	Years	Count	Years
Resigned	25	4.3	145	3.8	122	3.3	36	3.9	13	10.7	6	7.8	4	3.3	16	6.5	11	3.1	378	4.2
Retired	16	27.9	9	22.7	14	20.7	3	15.7	3	31.1	3	23.3			11	24.0	6	26.9	65	24.3
Involuntary	17	12.0	46	5.3	18	4.9	19	6.9	2	12.6	2	21.4	2	12.4	12	8.1	2	2.5	120	8.1

2007

Resigned	34	6.3	119	4.3	90	3.4	36	2.8	3	2.4	9	2.3	2	3.4	23	9.2	10	2.6	326	4.3
Retired	19	24.8	18	22.0	9	25.2	10	19.5	1	20.9	1	20.4	1	6.9	15	18.7	2	22.0	76	21.9
Involuntary	17	6.7	44	3.8	19	4.2	26	5.6	2	12.2	1	0.5	2	0.5	10	10.5	5	2.1	126	5.1
2008																				
Resigned	25	5.2	108	4.4	73	3.9	26	3.8	5	3.0	9	2.1	1	1.3	25	6.4	4	3.6	276	4.3
Retired	40	28.2	19	20.5	19	20.8	9	27.2	1	34.5	1	8.4	2	24.2	12	23.1	3	24.5	106	24.5
Involuntary	24	5.5	70	5.4	36	4.8	16	9.3	5	19.7	1	0.3	3	4.5	12	11.6	5	12.2	172	6.6

Average of 2006 - 2007 - 2008

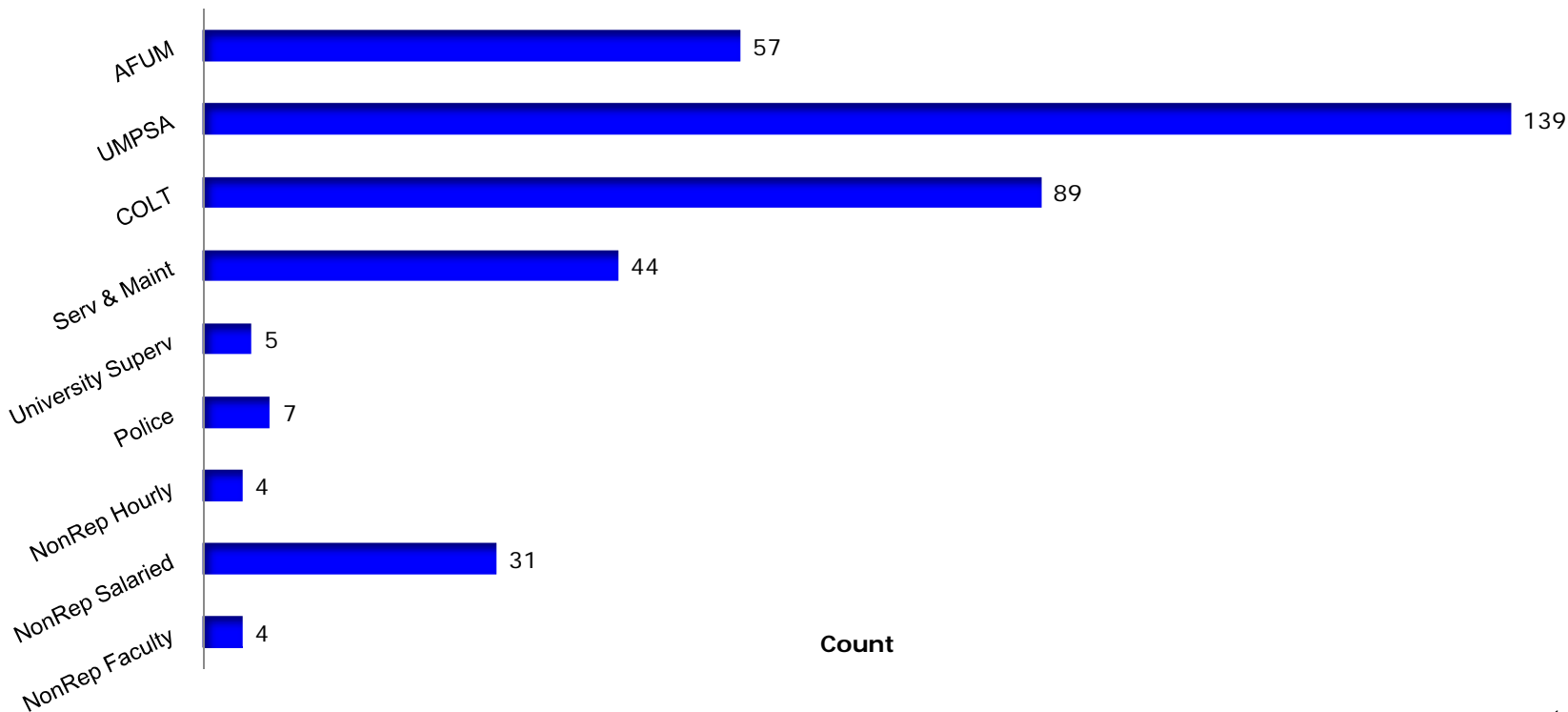
Resigned	28	5.4	124	4.1	95	3.5	33	3.5	7	7.7	8	3.6	2	3.0	21	7.4	8	3.0	327	4.2
Retired	25	27.2	15	21.5	14	21.7	7	22.2	2	29.7	2	19.7	1	18.5	13	21.6	4	26.4	82	23.6
Involuntary	19	7.8	53	4.9	24	4.7	20	7.0	3	16.5	1	10.9	2	5.6	11	10.4	4	6.4	139	6.4

University of Maine System  
Turnover Analysis 2006 - 2007 - 2008

New Hires and Rehires by Bargaining Group  
by Percent of Population

Calendar Yr	AFUM		UMPSA		COLT		Serv & Maint		University Superv		Police		NonRep Hourly		NonRep Salaried		NonRep Faculty		Total	
	Count	PCT	Count	PCT	Count	PCT	Count	PCT	Count	PCT	Count	PCT	Count	PCT	Count	PCT	Count	PCT	Count	PCT
2006	64	4.9	148	10.5	97	9.3	47	8.4	8	4.4	5	8.8	2	2.5	27	5.0	11	6.8	412	7.7
2007	52	3.9	138	9.8	96	9.7	42	7.4	6	3.3	6	11.1	7	9.3	32	5.6	1	0.6	380	7.1
2008	56	4.2	130	9.1	74	7.5	42	7.6	2	1.1	11	20.8	4	5.3	35	6.3	0	0.0	354	6.6

New Hires and Rehires by Bargaining Group  
Average for 2006 - 2008



Count