




Board of Trustees  
15 Estabrooke Drive  
Orono, ME 04469

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June 12, 2017

TO: Members of the Human Resources & Labor Relations Committee  
FR: Tracy  Bigney, Clerk of the Board  
RE: **June 20, 2017 Human Resources & Labor Relations Committee**

The University of Maine

University of Maine  
at Augusta

University of Maine  
at Farmington

University of Maine  
at Fort Kent

University of Maine  
at Machias

University of Maine  
at Presque Isle

University of  
Southern Maine

The Human Resources & Labor Relations Committee will meet from **10:00 am to 12:00 pm on Tuesday, June 20, 2017**. The meeting will include an executive session. The meeting will be held at the University of Maine System Executive Offices in the Rudman Conference Room, 253 Estabrooke Hall, 15 Estabrooke Drive in Orono. The following Polycom sites are available:

- UMA – 125 Robinson Hall
- UMFK – Alumni Conference Room
- UMPI – Executive Conference Room, Preble Hall
- USM – 133 Wishcamper Center, Portland
- Phone – 1-800-605-5167 code 743544#

Refreshments will be available at the UMS and the USM location. The meeting materials are posted to the Diligent Board portal under the Human Resources & Labor Relations Committee section. In addition, the meeting materials are posted on the Board of Trustees website (<http://www.maine.edu/about-the-system/board-of-trustees/meeting-agendas/human-resources-labor-relations/>). If you have questions about the meeting arrangements or accessing the meeting materials, please call me at 581-5841.

If you have any questions or desire additional information about the agenda items, please call Lynda Dec at 262-7911.

cc: James Page, Chancellor  
Trustees (who are not members of the HR/LR Committee)  
Presidents  
Rebecca Wyke  
Lynda Dec  
Mark Schmelz

Board of Trustees

**Human Resources & Labor Relations Committee**

June 20, 2017  
10:00 am -12:00 pm  
Rudman Conference Room  
253 Estabrooke Hall  
Orono, Maine

**AGENDA**

**TAB 1** – Change to Board Policy 401 – General Equal Opportunity

TAB 2 – Review of UMS Health Plan – Active and Retiree

TAB 3 – UMS Compliance Education Update

TAB 4 – Turnover Analysis

TAB 5 – Workforce Profile Report

TAB 6 – Administrative Review Status Update

**Executive Session**

TAB 7 – Collective Bargaining Update

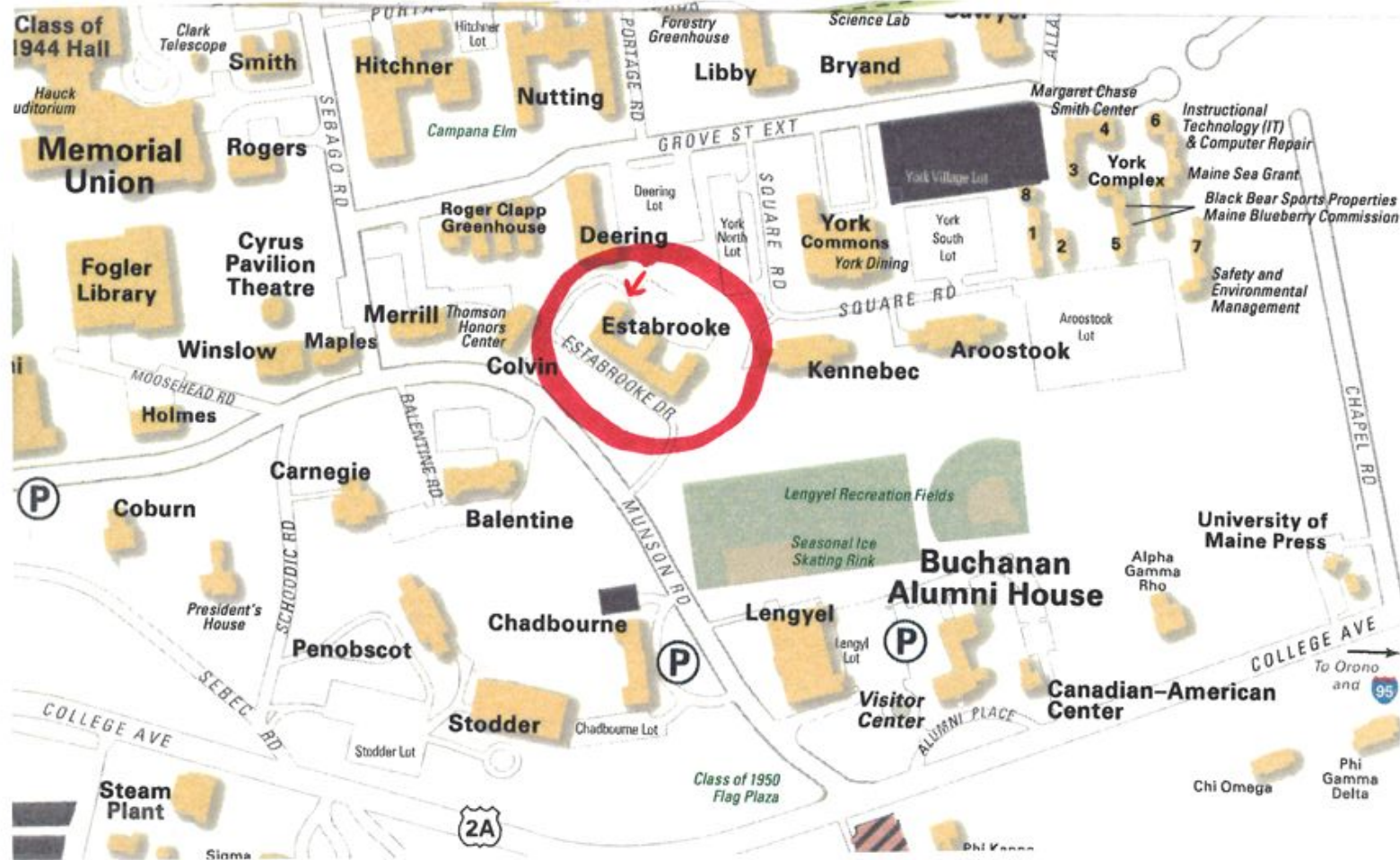
Action items are noted in red.

*Note: Times are estimated based upon the anticipated length for presentation or discussion of a particular topic. An item may be brought up earlier or the order of items changed for effective deliberation of matters before the Committee.*

# University of Maine System

15 Estabrooke Drive, Orono

**Rudman Conference Room**  
253 Estabrooke Hall, 2<sup>nd</sup> Floor  
15 Estabrooke Drive, Orono



## Directions to the UMS located on the UMaine Campus

**From the South on I-95:** take exit 191 to Kelly Road and turn right. Continue on Kelly Road for 1 mile until you reach the traffic light, then turn left onto Route 2 and go through downtown Orono. Cross the river. Turn left at the lights onto College Avenue. Buchanan Alumni House will be the first campus-related building on your right. Right after the Buchanan Alumni House, take a right onto Muson Road. Estabrooke Hall is the building on the right after Lengyel.

**From the North on I-95:** take exit 191 to Kelly Road and turn left. Continue on Kelly Road for 1 mile until you reach the traffic light, then turn left onto Route 2 and go through downtown Orono. Cross the river. Turn left at the lights onto College Avenue. Buchanan Alumni House will be the first campus-related building on your right. Right after the Buchanan Alumni House, take a right onto Muson Road. Estabrooke Hall is the building on the right after Lengyel.

The UMS is located on the 2<sup>nd</sup> floor of Estabrooke Hall. Enter Estabrooke Hall from the back of the building, the entrance closes to Deering Hall.



### AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Change to Board Policy 401 – General Equal Opportunity
2. **INITIATED BY:** James R. Erwin, Chair
3. **BOARD INFORMATION:** **BOARD ACTION: X**
4. **BACKGROUND:**

The current University of Maine System non-discrimination statement lists gender status and gender identity as a subset of sexual orientation. The proposed change to Board Policy 401 would list gender status and gender identity as separate categories. This change will recognize and differentiate the status as these categories are not subsets of sexual orientation.

**Policy Statement:**

In complying with the letter and spirit of applicable laws and pursuing its own goals of diversity, the University of Maine System ~~shall~~ does not discriminate on the grounds of race, color, religion, sex, sexual orientation, ~~including~~ transgender status, ~~or~~ gender expression, national origin, citizenship status, age, disability, genetic information, or veterans status in employment, education, and all other ~~areas of the University System program and activities.~~

The University provides reasonable accommodations to qualified individuals with disabilities upon request.

The University will regard freedom from discrimination and discriminatory harassment as an individual employee and student right which will be safeguarded as a matter of policy. Any employee or student will be subject to disciplinary action for violation of this policy. Retaliation against anyone who makes a complaint of discrimination or harassment or who is involved in a complaint process will not be tolerated.

Procedures:

Affirmative action plans for the various institutions and organizational units of the University System must be approved by the University President and Chancellor. ~~A-~~  
~~copy~~ Copies of the current institutional plan shall be on file at each University in the Office of Human Resources.

**5. TEXT OF PROPOSED RESOLUTION**

That the Human Resources and Labor Relations Committee forwards this item to the Consent Agenda at the July 17, 2017 Board of Trustee meeting for approval of the following resolution:

That the Board of Trustees approves the Change to Board Policy 401 - General Equal Opportunity, as presented.

06/12/2017



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**AGENDA ITEM SUMMARY**

- 1. **NAME OF ITEM:** Review of UMS Health Plan – Active and Retiree
- 2. **INITIATED BY:** James R. Erwin, Chair
- 3. **BOARD INFORMATION:** X **BOARD ACTION:**
- 4. **BACKGROUND:**

The University of Maine System offers its employees and their eligible dependents healthcare coverage. It also provides a Medicare Advantage Health Plan for eligible retirees and their dependents.

**Employee and Dependent Health Plan**

The employee and dependent health plan is a self-insured plan and covers ~9,363 employees and their dependents with claims of approximately \$69,000,000 per year and administrative fees and taxes of approximately \$2,000,000 per year.

The health plan is administered by Cigna and offers a variety of programs in an effort to assist UMS in cost containment. Some of these programs offer lifestyle and wellness coaching, treatment decision support, collaborative care agreements with physicians and hospital groups, and care management.

The Employee Health Plan Task Force, a joint labor/management committee actively works to identify opportunities to more effectively manage both cost and quality of the health plan.

The attached presentation will review and provide a summary of the plan to include population demographics, plan spend, health status, and cost drivers.

**Retiree Medicare Advantage Health Plan**

The retiree health plan is a fully-insured plan provided through Aetna and covers 2,699 retirees and their dependents. The cost to UMS is approximately \$9.3 million annually. The plan provides a blended health plan between Government Medicare A (hospital) and B (physician/out-patient coverage) and the UMS component.

The attached presentation will provide an overview of the plan.



# EMPLOYEE HEALTH PLAN REVIEW

June 20, 2017



Together, all the way.®





## Analytical Framework

### Analytical Framework

- All plans
- Current period reflects claims incurred between January 2016 and December 2016, paid through January 2017
- Base period reflects claims incurred between January 2015 and December 2015, paid through January 2016
- Norm: Cigna's Book of Business for All Schools



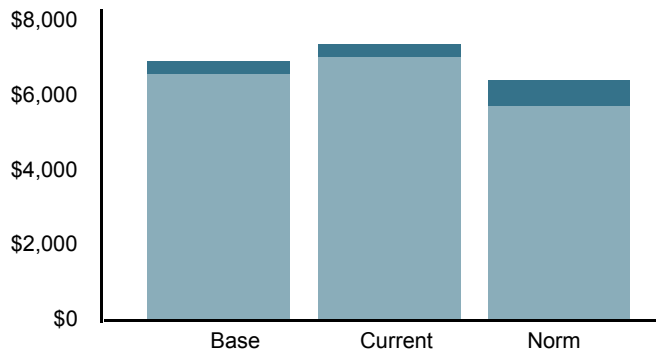




# Executive Summary



## Plan cost & trend



	Base	Current	Norm
Cost Share PMPY	\$331	\$343	\$655
Paid Amount PMPY	\$6,568	\$7,021	\$5,727
<b>Plan Spend PMPY</b>	<b>\$6,898</b>	<b>\$7,365</b>	<b>\$6,381</b>

## Comments

- Plan spend in the current period was \$7,365 PMPY, an increase of 6.8% from the base period, and 15.0% greater than the norm
- Average membership in the current period was 9,363, a decrease of 2.6%
- Current member cost share was \$343 PMPY, or 4.7% of the total plan spend, compared to \$331 PMPY, or 4.8% in the base period, and a norm of 10.3%
- 55% currently registered for mycigna.com
- 64 completed online Health Risk Assessment in current period.
- 18 members received Healthy Babies information (57 maternity admissions)
- 59 member calls to the 24-Hour Health Information Line

## Key metrics

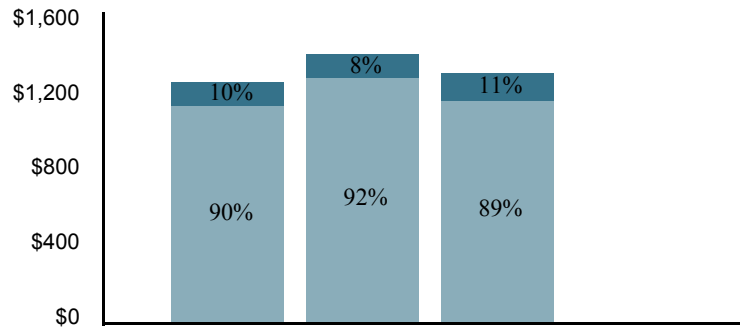
	Base	Current	Trend	Norm
<b>Members</b>				
Average Number of Employees	4,363	4,302	-1.4%	
Average Number of Members	9,612	9,363	-2.6%	
<b>Cost Trend</b>				
Plan Spend	\$66,301,990	\$68,920,198	3.9%	
Plan Spend PMPY	\$6,898	\$7,365	6.8%	\$6,381
<b>Performance Indicators</b>				
Cat Claimants per 1,000 members	7.5	8.7	15.5%	5.7
Percent of Population Age 40+	56.7%	56.0%		46.0%
Network Penetration	96.6%	97.1%		93.0%
Generic Rx Utilization Rate	84.4%	85.9%		85.5%
Chronic Percent of Population	44.6%	46.0%		42.6%
Chronic Percent of Cost	77.1%	76.7%		73.8%
<b>Health and Wellness</b>				
Total Health Engagement - % of pop	53.0%	51.8%		38.5%
Health Maintenance Engagement	50.1%	49.0%		35.8%
Health Improvement Engagement	7.7%	6.4%		5.2%
Preventive Care Utilization	68.8%	66.9%		58.3%
Health Assessment Penetration	0.0%	0.8%		9.7%
Gaps in Care Rule Compliance	74.0%	72.6%		73.4%



## Executive Summary - Pharmacy



### Plan cost & trend



	Base	Current	Norm	Trend
Cost Share PMPY	\$126.85	\$121.01	\$150.06	-4.6%
Paid Amount PMPY	\$1,165.27	\$1,314.41	\$1,195.44	12.8%
Plan Spend PMPY	\$1,292.11	\$1,435.42	\$1,345.50	11.1%

### Cost and program savings

	Base	Current	Trend
Negotiated Discounts	\$11,309,072	\$12,281,706	8.6%
Clinical Program Savings	\$1,300,371	\$2,071,932	59.3%
Cost Share	\$1,218,944	\$1,130,198	-7.3%
Employer Paid	\$11,197,730	\$12,276,167	9.6%
Retail	\$8,282,719	\$8,599,542	3.8%
Cigna Home Delivery	\$2,915,012	\$3,676,625	26.1%
<b>Total Gross Drug Cost</b>	<b>\$25,026,118</b>	<b>\$27,760,003</b>	<b>10.9%</b>

### Pharmacy performance

	Base	Current	Trend	Norm
<b>Members</b>				
Average Number of Employees	4,361	4,294	-1.5%	
Average Number of Members	9,610	9,340	-2.8%	
Average Utilizers	79.3%	79.5%	0.2%	
Average Member Age	41.9	41.6	-0.8%	35.5
<b>Cost Trend</b>				
Plan Spend	\$12,416,674	\$13,406,365	8.0%	
Employer Paid	\$11,197,730	\$12,276,167	9.6%	
Member Cost Share	\$1,218,944	\$1,130,198	-7.3%	
<b>Drug Mix</b>				
Generic Dispensing Rate	84.4%	85.9%	1.5%	85.5%
Preferred Brand	13.0%	11.4%	-1.5%	11.1%
Non-Preferred Brand	2.7%	2.7%	0.1%	3.4%
Generic Substitution Rate	96.5%	96.7%	0.2%	96.9%
Formulary Brand Compliance Rate	84.0%	82.0%	-2.0%	77.2%
<b>Utilization</b>				
Total Prescriptions	82,545	80,665	-2.3%	
% Mail Order	2.9%	2.8%	-0.1%	10.1%
% Retail	97.1%	97.2%	0.1%	89.9%
% Retail 90	42.2%	42.7%	0.4%	
Days Supply PMPY	414.89	418.78	0.9%	343.59
<b>Specialty Pharmacy</b>				
Pharmacy Plan Spend PMPY	\$394.41	\$520.33	31.9%	\$487.67
Medical Plan Spend PMPY	\$396.07	\$511.03	29.0%	\$307.04
Pharmacy Plan Spend as % of Total	30.5%	36.2%	5.7%	36.2%
Specialty Utilizers	573	542	-5.4%	
Specialty Scripts PMPY	0.09	0.13	36.7%	0.13



# Consultative Analytics Summary



## Key Numbers at a Glance

### Trend

	Medical	5.8%
	Pharmacy	11.1%
	Total	6.8%

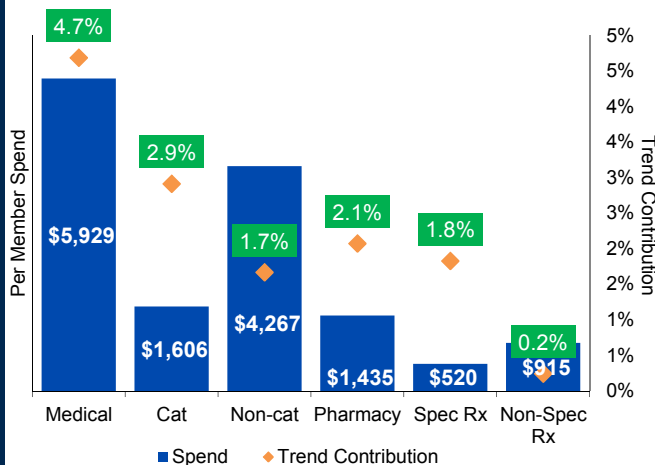
### Trend Drivers

	14.3%	Catastrophic Plan Spend
	2.8%	Non-Catastrophic Plan Spend

### Positive Performance

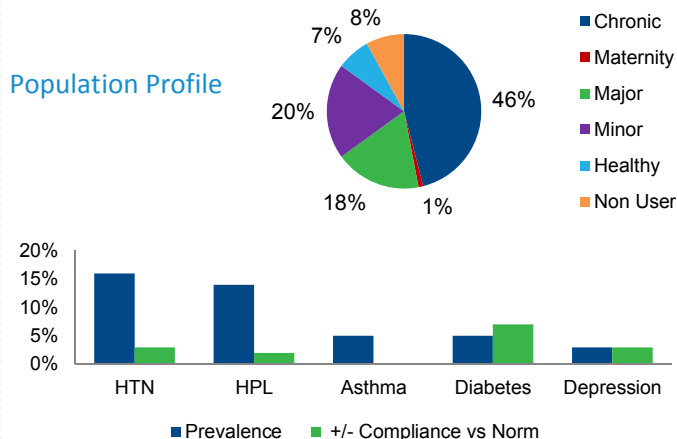
- Adult and Pediatric Well Visit Rates
- Low steerable emergency room visits
- Good Urgent Care utilization

## Plan Spend

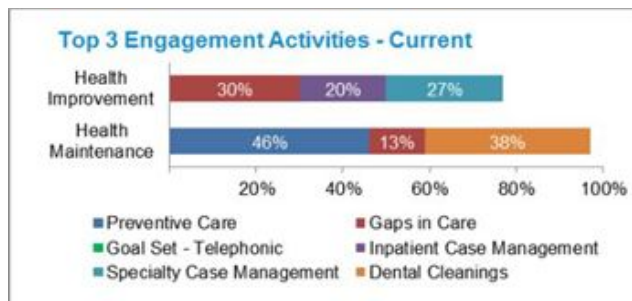
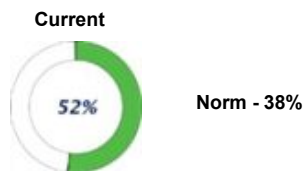


## Health Status

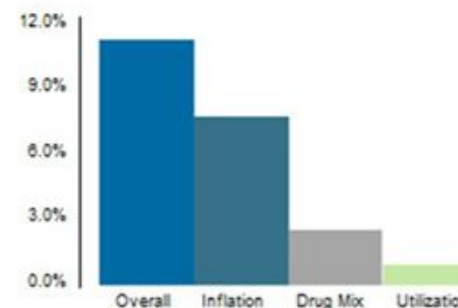
### Population Profile



## Health Engagement



## Pharmacy Spend Trend Impact



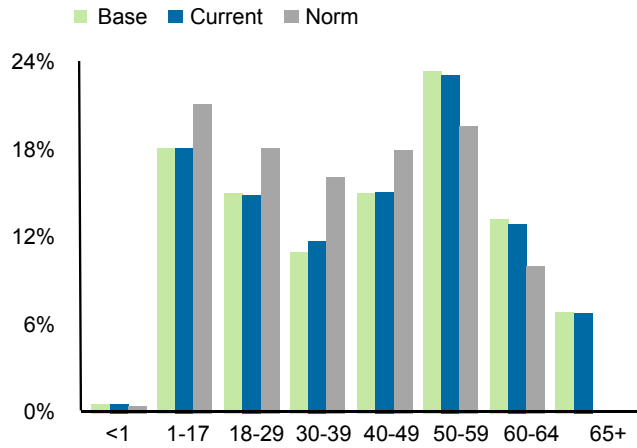
Catastrophic costs are medical claims above \$100,000  
PMPY – per member per year



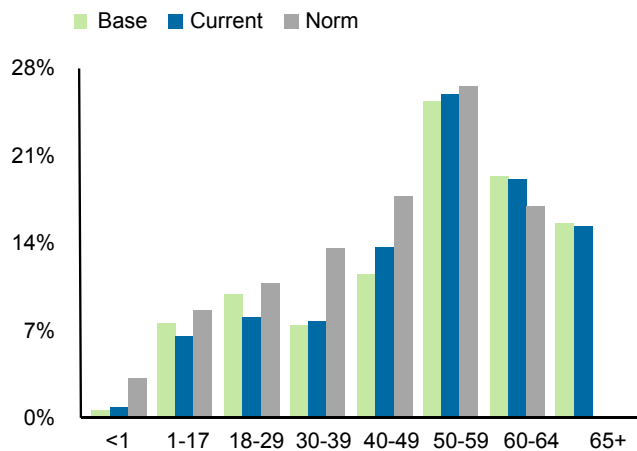
# Population Demographic Summary



## Percent of membership by age band



## Percent of plan spend by age band



## Key metrics overview

	Base	Current	Norm
Percent of Pop. Age 40+	56.7%	56.0%	46.0%
Average Member Age	41.9	41.6	35.5
Average Employee Age	53.3	52.4	45.4
Percent of Population Male	47.3%	47.5%	42.0%
Percent of Population Female	52.7%	52.5%	58.0%

## Average spend by age band

	Base	Current	Trend	Norm
<b>All Members</b>				
40-49	\$5,609	\$7,085	26.3%	\$6,301
50-59	\$7,943	\$8,772	10.4%	\$8,615
60-64	\$10,617	\$11,531	8.6%	\$10,782
<b>Excluding Catastrophic</b>				
40-49	\$4,802	\$5,545	15.5%	\$5,094
50-59	\$6,508	\$6,725	3.3%	\$6,585
60-64	\$8,197	\$8,808	7.5%	\$7,968

## Average spend by relationship

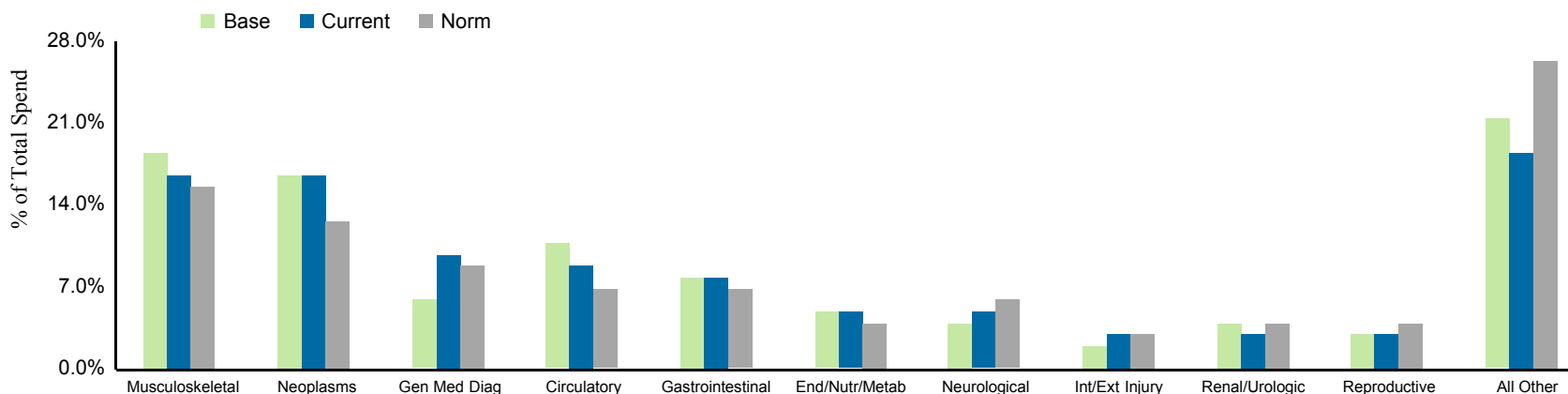
	Base	Current	Trend	Norm
<b>All Members</b>				
Employee	\$7,844	\$8,823	12.5%	\$7,056
Spouse	\$8,651	\$9,003	4.1%	\$7,625
Dependent	\$3,970	\$3,641	-8.3%	\$3,495
<b>Excluding Catastrophic</b>				
Employee	\$6,204	\$6,417	3.4%	\$5,727
Spouse	\$6,621	\$7,048	6.5%	\$5,823
Dependent	\$2,995	\$2,947	-1.6%	\$2,781



## Total Plan Spend by Condition



### Top conditions by plan spend



### Top ICD conditions

ICD Category	PMPY			Norm
	Base	Current	Trend Contribution	
Musculoskeletal	\$992.36	\$970.59	-0.4%	\$766.54
Neoplasms	\$903.56	\$964.14	1.1%	\$633.11
Gen Med Diag	\$337.23	\$546.53	3.9%	\$429.42
Circulatory	\$576.81	\$495.29	-1.5%	\$331.70
Gastrointestinal	\$405.48	\$475.41	1.3%	\$353.94
End/Nutr/Metab	\$271.68	\$298.28	0.5%	\$176.17
Neurological	\$237.38	\$266.00	0.5%	\$280.24
Int/Ext Injury	\$99.01	\$185.20	1.6%	\$165.98
Renal/Urologic	\$190.40	\$181.95	-0.2%	\$172.56
Reproductive	\$157.70	\$167.11	0.2%	\$190.52
All Other	\$1,177.98	\$1,101.86	-1.4%	\$1,270.96
<b>Total</b>	<b>\$5,349.60</b>	<b>\$5,652.37</b>	<b>5.7%</b>	<b>\$4,771.14</b>

### Top catastrophic spend by primary ICD

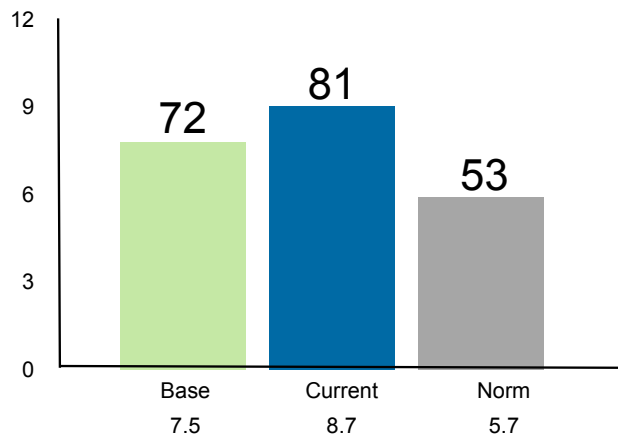
ICD Category	Base	Current	Change
Neoplasms	\$485.00	\$718.05	\$233.05
Circulatory	\$356.57	\$259.78	-\$96.79
Int/Ext Injury	\$11.19	\$92.21	\$81.02
Musculoskeletal	\$98.52	\$74.06	-\$24.46
End/Nutr/Metab	\$67.13	\$73.70	\$6.57
Neurological	\$25.00	\$61.99	\$36.99
Gastrointestinal	\$28.21	\$53.35	\$25.14
Renal/Urologic	\$55.75	\$51.00	-\$4.75
Newborns	\$12.59	\$34.80	\$22.21
Respiratory	\$39.66	\$21.84	-\$17.82
All Other	\$129.17	\$58.96	-\$70.21
<b>Total</b>	<b>\$1,308.80</b>	<b>\$1,499.74</b>	<b>\$190.94</b>



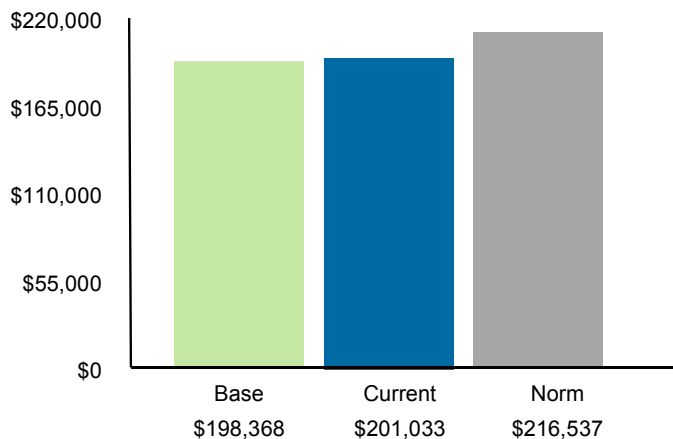
# Catastrophic Claim Summary



## Catastrophic claimants per 1,000 members



## Average plan cost per catastrophic claimant



## Member relationship

	Base	Current
<b>Members</b>		
Employee	38	48
Spouse	23	25
Dependent	11	8
<b>Total Members</b>	<b>72</b>	<b>81</b>
<b>Cost Per Member</b>		
Employee	\$179,824	\$210,331
Spouse	\$204,197	\$176,942
Dependent	\$250,244	\$220,529

## Comments

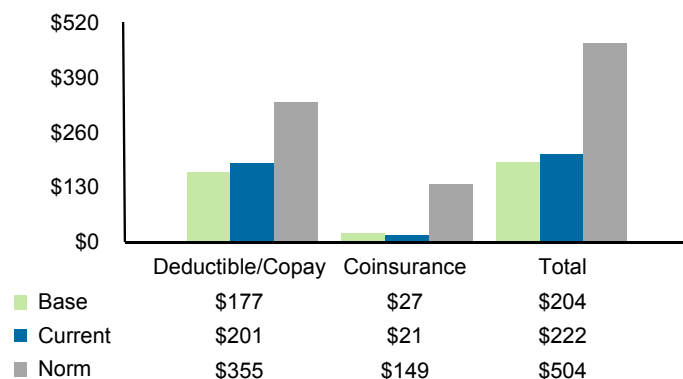
- 74 of 81 catastrophic claimants, or 91.4%, in the current period had a chronic condition
- 59.3% of catastrophic claimants in the current period were employees, 30.9% were spouses, and 9.9% were dependents
- 84.0% of catastrophic claimants in the current period were existing members while 6.2% were new enrollees
- Catastrophic claimant threshold of \$100,000 was used for this analysis



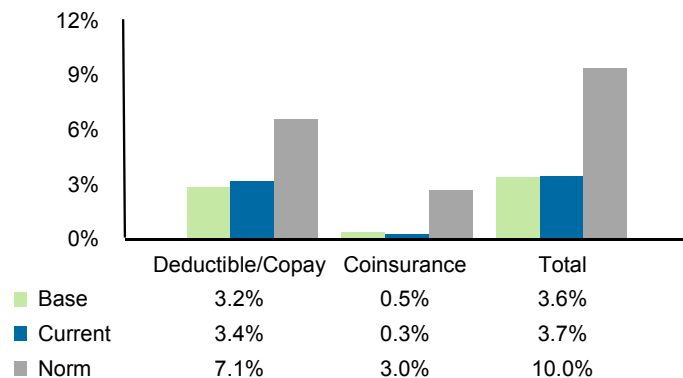
## Member Cost Share



### Cost sharing per member - medical only



### Cost share as % of total plan spend - medical only



### Account summary (PMPY basis)

	Base	Current	Trend
<b>Plan Costs</b>			
Total Plan Spend - Medical	\$5,606.19	\$5,929.22	5.8%
Cost Share - Medical	\$203.89	\$222.18	9.0%
Net Employer Paid - Medical	\$5,402.30	\$5,707.04	5.6%
Total Plan Spend - Pharmacy	\$1,292.11	\$1,435.42	11.1%
Cost Share - Pharmacy	\$126.85	\$121.01	-4.6%
Net Employer Paid - Pharmacy	\$1,165.27	\$1,314.41	12.8%
Medical and Pharmacy Cost Share	\$330.73	\$343.19	3.8%

### Comments

- Medical cost share increased from \$203.89 PMPY to \$222.18 PMPY, and compares to a norm of \$504.47 PMPY
- Medical cost share as a percent of total plan spend increased from 3.6% to 3.8%, and compares to a norm of 10.0%



## Population/Percentile Cost Profile



### What portion of the population drives your healthplan costs of \$68.9 Million?

**Top 1% of claimants:**

- ✓ 108 individuals
- ✓ 27% of total cost
- ✓ \$18.7 Million

**Top 5% of claimants:**

- ✓ 540 individuals
- ✓ 54% of total cost
- ✓ \$36.9 Million

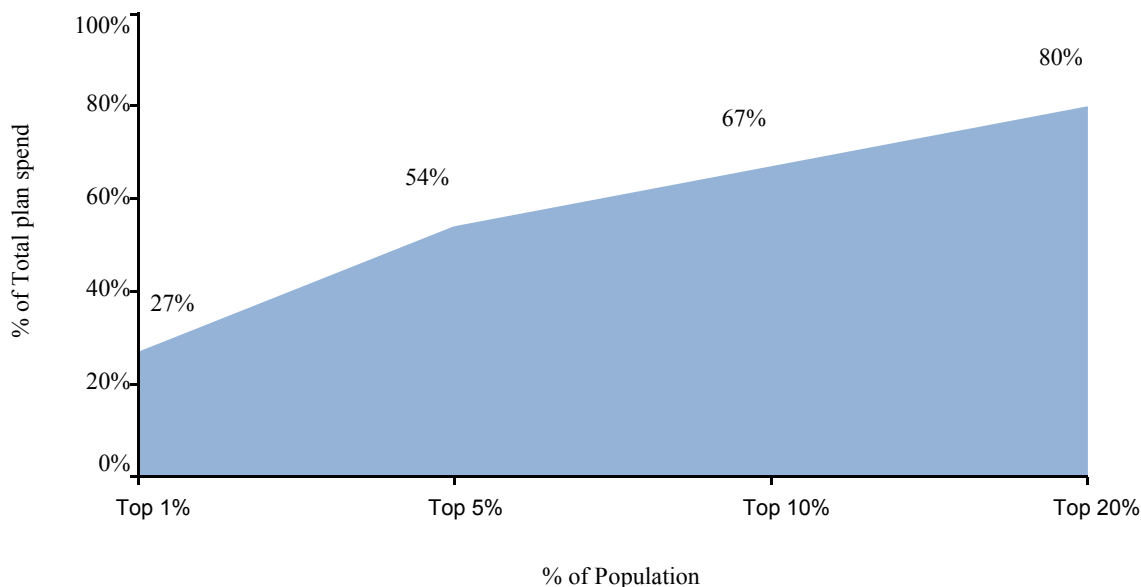
**Top 10% of claimants:**

- ✓ 1,080 individuals
- ✓ 67% of total cost
- ✓ \$46.0 Million

**Top 20% of claimants:**

- ✓ 2,161 individuals
- ✓ 80% of total cost
- ✓ \$55.2 Million

**Total medical cost vs. % of Population**







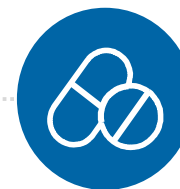
## Cost & Utilization Summary

### Current Highlights



#### Medical

- Medical/Pharmacy \$7,365 PMPY (15% greater than norm)
- Catastrophic claim spend increased 14.3% in the current year.
- Top diagnostic categories were Musculoskeletal and Neoplasms.
- Non-catastrophic trend rose 2.8% in the current period, primarily due to an increase in utilization for inpatient facility services
- Chronic members (46% of population) drove 77% of the overall spend.
- 8% of members were Non-Users (average age 34 / 64% male), up from 7% the base year and lower than the norm of 9%
- Individuals with qualified gaps in care are slightly less compliant at 72.6% vs. the expected value of 73.4%
- Specialist Visits – lower cost than norm and specialist visits as a percentage of overall office visits, 39%, is lower than norm.
- Screening compliance rates for Breast, Cervical and Colon cancers were 77%, 62% and 44% respectively.



#### Pharmacy

- \$14,353,638 in prescription drug plan expenses were saved during the current period. These savings were achieved through a combination of negotiated plan discounts and clinical benefit management
- Overall Trend increased 11.1% from \$1,292.11 to \$1,435.42 compared to a norm of \$1,345.50
- The Generic prescription utilization rate increased 1.5% from 84.4% to 85.9% compared to a norm of 85.5% . Based on the difference between Brand and Generic costs per prescription the savings are \$931,162
- For every 1 percent increase in generic utilization, claim costs will be reduced by \$492,449
- Step Therapy produced a total comparative savings of \$1,595,606 across 14 Therapy Drug Classes in the period
- 542 members ( 5.1%) are on specialty medications driving \$22,443,915 ( 33.8%) of the plan spend during the current period.



# ***Retiree Health Care***



## **Overview**

## **June 2017**



# ***Retiree Health Care***



## **UMS Medicare Advantage Health Plan**

Fully Insured Plan – sanctioned by the Centers for Medicare and Medicaid

Provided through Aetna

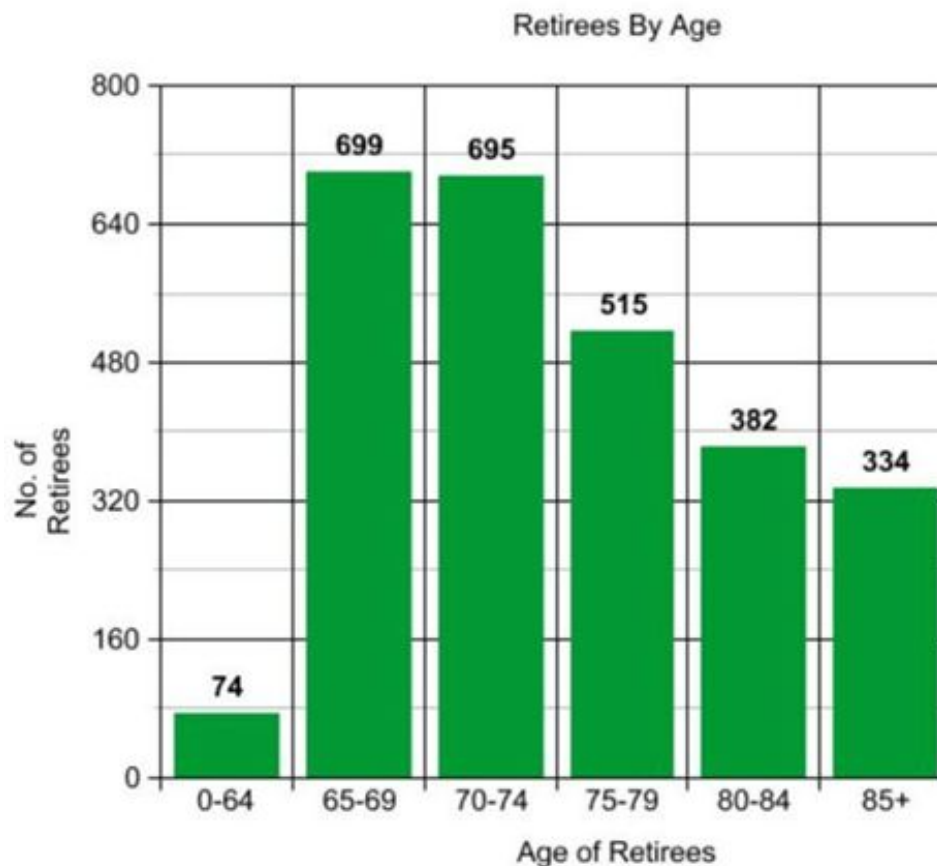
Provides a blended health plan between Government Medicare A (hospital) and Medicare B (physician/out of patient coverage) and the UMS component

Provider sends bills to Aetna and Aetna processes claim on behalf of Medicare as the primary payer and Aetna and the secondary payer

UMS Annual Cost – Approximately \$9.3 million



# Retiree Health Care



University of Maine System Office of Human Resources

**2016 Retirees – 2,699**  
**Percentage Male – 43.2%**  
**Percentage Female – 56.8%**  
**Average Age – 74.8**

# ***Retiree Health Care***



## **Pharmacy Utilization**

- **Generic Utilization – 87.69%**
- **Generic Substitution (written for brand, but changed generic) – 90%**
- **Brand Utilization – 13.8%**
- **Formulary Utilization – 99.9%**

# Retiree Health Care



## Plan Summary Outline

For calendar 2016 and 2017, renewal for UMS would have resulted in 5.5% and 3.5% increases, respectively; however, several modest plan changes were made resulting in flat costs to UMS for both calendar years.

### 2017 UMS Plan Design

- Deductible - \$300
- Primary Care Physician Copay - \$10
- Specialist Copay - \$25
- Lab Services Copay - \$0
- X-Ray Copay - \$20
- Complex Imaging Copay - \$50
- Urgent Care Copay - \$40
- Emergency Room Copay - \$75
- Outpatient Surgery Coinsurance – 10%
- Inpatient Hospital Copay - \$0
- Prescription Drug Copay - \$10 (Generic), \$25 (Brand Preferred), \$40 (Brand Non-Preferred)
- Out-of-Pocket Calendar Year Maximum - \$2,500

## ***Retiree Health Care***



### **Retiree Medicare Premium Subsidy by UMS**

Retirees prior to July 1, 2010 – Medicare eligible retiree pays \$0 for their individual monthly health premium and 50% of any dependent monthly health premium.

Retirees from July 1, 2010 through December 31, 2016 – Medicare-eligible retiree pays 7% (currently \$20/mo.), 10% (currently \$28/mo.), or 15% (currently \$42/mo.) of their individual monthly health premium based on years of service and 50% of any dependent monthly health premium.

Retirees on or after January 1, 2017 (September 2, 2017 for faculty) – Medicare eligible retiree pays 20% of their individual monthly health premium (currently \$57/mo.) regardless of service beyond the minimum required (10 years) and 50% of any dependent monthly health premium.



### AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** UMS Compliance Education Update
2. **INITIATED BY:** James R. Erwin, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **BACKGROUND:**

The University of Maine System Human Resources' Learning & Organizational Development Unit in partnership with Risk recently conducted a system-wide analysis of Compliance Education.

Based on Federal/State Law plus University Policy, the University of Maine System has greater than one hundred compliance courses applicable for our employees and students. These courses span various topics/areas including but not limited to: Human Resources & Equal Opportunity, Information Security, Safety & Environmental Management, and Research & Sponsored Programs. Institutions the size and complexity of the University of Maine System require an efficient method to offer, track and manage compliance training. It is estimated that ~35,000 people across our system require one or more compliance courses.

A team led by Strategic HR's Learning & Organizational Development (LOD) function and comprised of Compliance Education providers/administrators plus the General Counsel's office outlined and analyzed the current-state situation. The audit revealed gaps pertaining to content offering, employee engagement and completion, and coordination and tracking.

In assessing causation, L&OD identified three primary factors:

1. The necessary retirement of the IT platform hosting all Safety and Environmental Management courses due to that system no longer meeting IT security protocols
2. Decentralization of Compliance Education management
3. Instances where compliance requirements leadership has not occurred



**Solution**

L&OD is leading the solution through its UMS Academy development. UMS Academy has a governance structure of core content committees, one of which is Compliance Education. The Compliance Education Committee (CEC) comprises UMS Compliance Education owners, Senior Legal Counsel, and UMS Chief Risk Officer. The CEC represents the first time when Compliance Education owners have convened together to centrally coordinate the Compliance Education approach and experience for our employees and students.

We also initiated a 5-year contract with Atomic Learning (AL), a Training Management System (TMS) provider. Our contract includes AL providing and governing the regular legal update of the core set of seven compliance courses all UMS employees will be expected to take. Additional more role-specific courses will added and maintained by UMS compliance owners. The TMS supports assignment, course reminders, employee/manager access to completion details, and tracking/reporting.

**Timeline**

June	<ul style="list-style-type: none"> <li>AL contract signed</li> <li>CEC devising the approach and partnering with Campus HR Leaders on implementation</li> </ul>
July/ August	<ul style="list-style-type: none"> <li>AL, IT, CEC and Campus HR Leaders confirm the three-tier implementation structure and prepare for implementation                             <ol style="list-style-type: none"> <li>Core course for all employees or students</li> <li>Large group populations requiring certain content and grouped for course assignments</li> <li>Small group populations requiring course self-selection or assignment by individual administrators as needed</li> </ol> </li> <li>Develop and deploy Communications and Training Plan</li> <li>Transfer all current and legally compliant offerings from their current systems and locations to AL</li> <li>AL will have our five most urgent course needs complete by August 31, 2017</li> </ul>
Sept.	<ul style="list-style-type: none"> <li>Assignment out to employees and students</li> </ul>
Dec.	<ul style="list-style-type: none"> <li>AL will have the additional three compliance course needs complete no later than December 31, 2017</li> </ul>

**Addressing Immediate Gaps**

Implementation using AL is both a short- and long-term solution. That said, AL’s content builds being available starting September 1 still leaves gaps between now and then. Using the Compliance Education audit to identify most immediate risks, we have already and continue to put in place more immediate solutions for gaps. Examples include:

- HR redeployed the HIPAA Training
- Our Senior Legal Counsel provided feedback to AL on their FERPA course during the full UMS RFP; AL updated the course and it meets our approval for immediate use
- We are moving core content immediately over to AL in baseline, self-built format prior to AL’s offerings being available. Our baseline self-builds will meet regulatory criteria

06/12/2017



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## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Turnover Analysis
2. **INITIATED BY:** James R. Erwin, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **BACKGROUND:**

The Turnover Analysis is a report prepared for the Board of Trustees that analyzes separations, retention and hiring statistics for regular employees which includes only regular staff and primary position records for employees in an active leave with pay or leave without pay status. Regular staff in the Part-Time Faculty bargaining unit are included; temporary staff in the Part -Time Faculty unit are excluded.

The report covers the period from November 1, 2015 through October 31, 2016. Resignations, voluntary retirements, failure to return from leave, death, and disability are considered voluntary separations. All other separation reasons are considered involuntary separations. Separations due to death or disability were included with involuntary terminations in prior Turnover Analysis reports. New hires are hired from outside the University. Rehires include employees moving from temporary to regular positions and/or have had a separation from the University of Maine System.

### Turnover Highlights

- From November 1, 2015 through October 31, 2016 the number of employee separations for all reasons was 11.8% of the population of regular employees. Of this, voluntary resignations made up 7.1%, and retirements accounted for 2.8%. The remaining 1.9% involuntary separations resulted from end of term appointments, layoff, and termination.
- The turnover rate reported for higher education employers in 2016 is 11.3% according to a national survey of 342 higher education organizations, which is considered relatively flat to what was reported in 2015. The survey was conducted by Compdata, surveys/consulting.
- The number of separations due to position elimination/staff reduction is 18. This is 20 fewer than last year for the same period.
- The rate of voluntary separations at the University of Maine System is 9.9%.

- 80.8% of the 527 total separations are due to voluntary resignations and retirements. Retirements alone account for 24.3% of the 527 total separations.
- Separation rates vary among universities from a high of 22.5% for University of Maine Machais to 8.4% at the University of Maine at Fort Kent.
- The average years of service for resignation is 5.0 years, 25.7 years for voluntary retirements, and 5.8 years for involuntary separations.
- The average years of service for voluntary separations in the UMPSA unit is 4.8 years, and in the COLT unit, 3.8 years. The average years of service for retirements in the UMPSA unit is 21.5 years, and in the COLT unit, 23.1 years.
- The percent of separations for the represented and non-represented as a percentage of the bargaining unit vary with a high of 18.6% in the PATFA unit to 4.2% in the Police unit. Separation rates in other represented bargaining units are: AFUM - 7.3%, UMPSA - 13.9%, COLT - 13.8%, Service & Maintenance - 11.0%, University Supervisors - 8.7%, Non-represented Hourly - 17.9%, Non-represented Salary - 15.5%, Non-represented Faculty - 8.6%.
- The UMPSA bargaining unit is 30.4% of the population and accounts for 35.9% of the separations; of that number 29.0% are voluntary resignations.
- The percent of new hires/rehires at Universities as a percent of University population varies from a high of 14.1% at University of Maine Machais to 6.4% at UMPI.
- The percent of new hires/rehires in represented and non-represented units vary from a high of 25.4% in Non-represented Hourly to a low of 0.00% and 2.1% in the Law Faculty and Police units respectively.
- Retention of employees at all Universities is 88.2%, the lowest retention rate among bargaining groups is PATFA at 74.4%.

06/12/2017



# TURNOVER ANALYSIS

## SEPARATIONS, RETENTION, AND HIRING STATISTICS

FOR  
REGULAR EMPLOYEES

November 1, 2015 - October 31, 2016

May 5, 2017  
UMS Office of Human Resources

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### Turnover Highlights

- From November 1, 2015 through October 31, 2016 the number of employee separations for all reasons was 11.8% of the population of regular employees. Of this, voluntary resignations made up 7.1%, and retirements accounted for 2.8%. The remaining 1.9% involuntary separations resulted from end of term appointments, layoff, and termination.
- The turnover rate reported for higher education employers in 2016 is 11.3% according to a national survey of 342 higher education organizations, which is considered relatively flat to what was reported in 2015. The survey was conducted by Compdata, surveys/consulting.
- The number of separations due to position elimination/staff reduction is 18. This is 20 fewer than last year for the same period.
- The rate of voluntary separations at the University of Maine System is 9.9%.
- 80.8% of the 527 total separations are due to voluntary resignations and retirements. Retirements alone account for 24.3% of the 527 total separations.
- Separation rates vary among universities from a high of 22.5% for University of Maine Machais to 8.4% at the University of Maine at Fort Kent.
- The average years of service for resignation is 5.0 years, 25.7 years for voluntary retirements, and 5.8 years for involuntary separations.
- The average years of service for voluntary separations in the UMPSA unit is 4.8 years, and in the COLT, unit 3.8 years. The average years of service for retirements in the UMPSA unit is 21.5 years, and in the COLT unit, 23.1 years.
- The percent of separations for the represented and non-represented as a percentage of the bargaining unit vary with a high of 18.6% in the PATFA unit to 4.2% in the Police unit. Separation rates in other represented bargaining units are: AFUM - 7.3%, UMPSA - 13.9%, COLT - 13.8%, S&M - 11.0%, UnivSupvr - 8.7%, NR Hrly - 17.9%, NR Sal - 15.5%, NR Fac - 8.6%
- The UMPSA bargaining unit is 30.4% of the population and accounts for 35.9% of the separations; of that number 29.0% are voluntary resignations.
- The percent of new hires/rehires at Universities as a percent of University population varies from a high of 14.1% at University of Maine Machais to 6.4% at UMPI.
- The percent of new hires/rehires in represented and non-represented units vary from a high of 25.4% in NonRep Hourly to a low of 0.00% and 2.1% in the Law Faculty and Police units respectively.
- Retention of employees at all Universities is 88.2%, the lowest retention rate among bargaining groups is PATFA at 74.4%.

## Methodology

This report includes only regular staff and primary position records for employees in an active, leave with pay or leave without pay status. Regular staff in the Part-Time Faculty bargaining unit are included; temporary staff in the Part -Time Faculty unit are excluded.

The report covers the period from November 1, 2015 through October 31, 2016.

The population is determined by averaging the number of staff active, on leave, or on leave without pay on October 31, 2015 and October 31, 2016.

Resignations, voluntary retirements, failure to return from leave, death, and disability are considered voluntary separations. All other separation reasons are considered involuntary separations. Separations due to death or disability were included with involuntary terminations in prior Turnover Analysis reports.

New hires are hired from outside the University and do not include staff who are already employees. The new hire and rehire statistics do not include employees who have taken a secondary job or transferred within the University System. Rehires include employees moving from temporary to regular positions and/or have had a separation from the University of Maine System.

### Key to bargaining groups:

AFUM - Associated Faculties of the Universities of Maine,MEA/NEA

UMPSA - Universities of Maine Professional Staff Association,MEA/NEA

COLT - Associated C.O.L.T. (Clerical, Office,Laboratory and Technical)Staff of the Universities of Maine, MEA/NEA

Service & Maintenance - Teamsters Union Local #340

University Supervisors

Police - Teamsters Union Local #340

Non-Represented Hourly

Non-Represented Salaried

Non-Represented Faculty - Includes Law Faculty, Chairs at some Universities

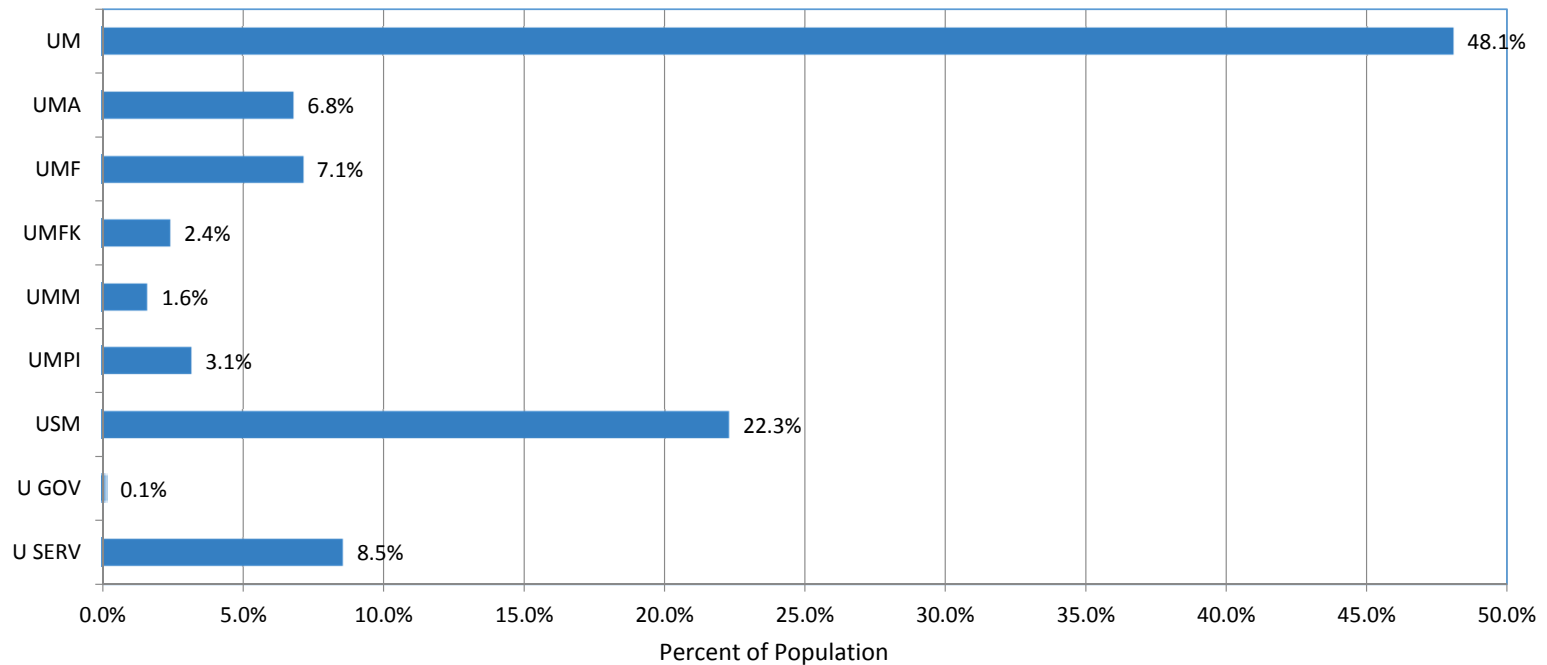
PATFA - Part-Time Faculty Association , MFT/AFT, AFL-CIO

**Average Headcount - Regular Staff  
by University**

UM	UMA	UMF	UMFK	UMM	UMPI	USM	U GOV	U SERV	TOTAL
Num	Num	Num	Num	Num	Num	Num	Num	Num	Num
2,176	308	317	111	74	141	986	5	366	4,482

Headcount is an average of the number of regular staff on October 31, 2015 and October 31, 2016.

**Employees by University - Percent of Population**





**Turnover Formula**

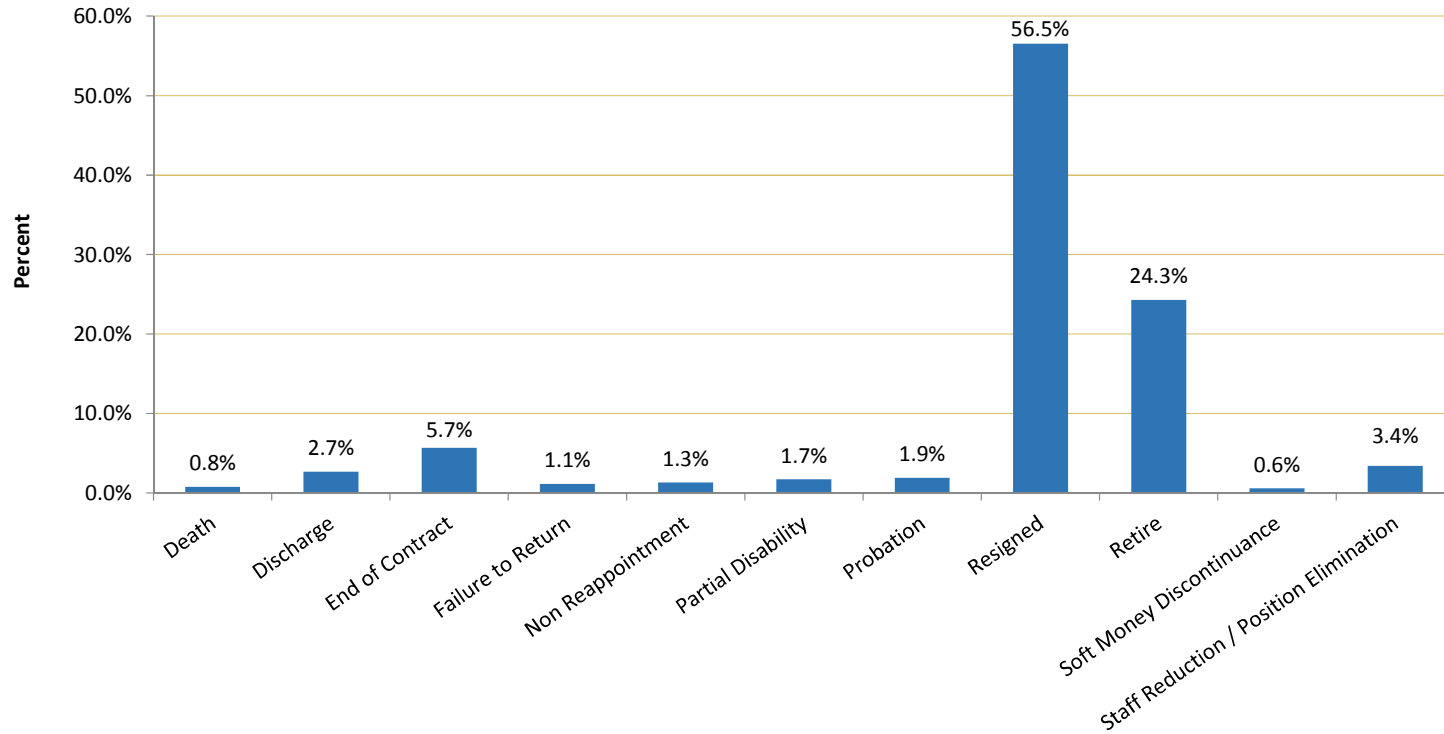
(# of separations during the measurement period /  
average # of employees during the measurement period) X 100

**527 / 4482 = 11.8%**

**Separations by Reason  
by University**

	Death	Discharge	End of Appointment / Contract	Failure to Return from Leave	Non-Reappointment	Partial/Total Disability	Probationary Period	Resignation	Retire	Soft Money Discontinuance	Staff Reduction / Position Elimination	Total
UM	3	5	25	5	5	4	4	129	57	2	11	250
UMA		1	1		1		1	15	8		2	29
UMF			1	1				23	6			31
UMFK								8	1			9
UMM						1		9	5		1	16
UMPI								9	2		1	12
USM	1	8	2		1	4	3	77	33	1	1	131
U GOV								1	1			2
U SERV			1				2	27	15		2	47
<b>TOTAL</b>	<b>4</b>	<b>14</b>	<b>30</b>	<b>6</b>	<b>7</b>	<b>9</b>	<b>10</b>	<b>298</b>	<b>128</b>	<b>3</b>	<b>18</b>	<b>527</b>

**Separations by Reason - Percent**



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

UM		UMA		UMF		UMFK		UMM		UMPI		USM		U GOV		U SERV		TOTAL	
%		%		%		%		%		%		%		%		%		%	
Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All
9.2%	11.6%	7.6%	9.5%	9.4%	9.7%	8.4%	8.4%	21.1%	22.5%	7.8%	8.5%	11.5%	13.1%	40.0%	40.0%	11.0%	12.3%	9.9%	11.8%

Resignations include voluntary retirement, failure to return from leave, resignation, disability, and death

Average Years Service Prior to Separation  
by University

	UM	UMA	UMF	UMFK	UMM	UMPI	USM	U GOV	U SERV	Total
	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs
Resignation	4.9	3.4	5.1	6.7	4.0	4.1	5.2	4.0	5.4	5.0
Retirement	28.0	24.8	20.0	23.0	31.2	13.6	23.8	18.4	24.4	25.7
Involuntary Separation	4.7	9.2	1.0	0.0	0.4	8.3	8.2	0.0	7.6	5.8
Total	10.4	10.5	7.9	8.5	12.8	6.0	10.4	11.2	11.7	10.3

Retention:

(# of individual employees who remained employed for entire measurement period /  
# of employees at start of measurement period) X100

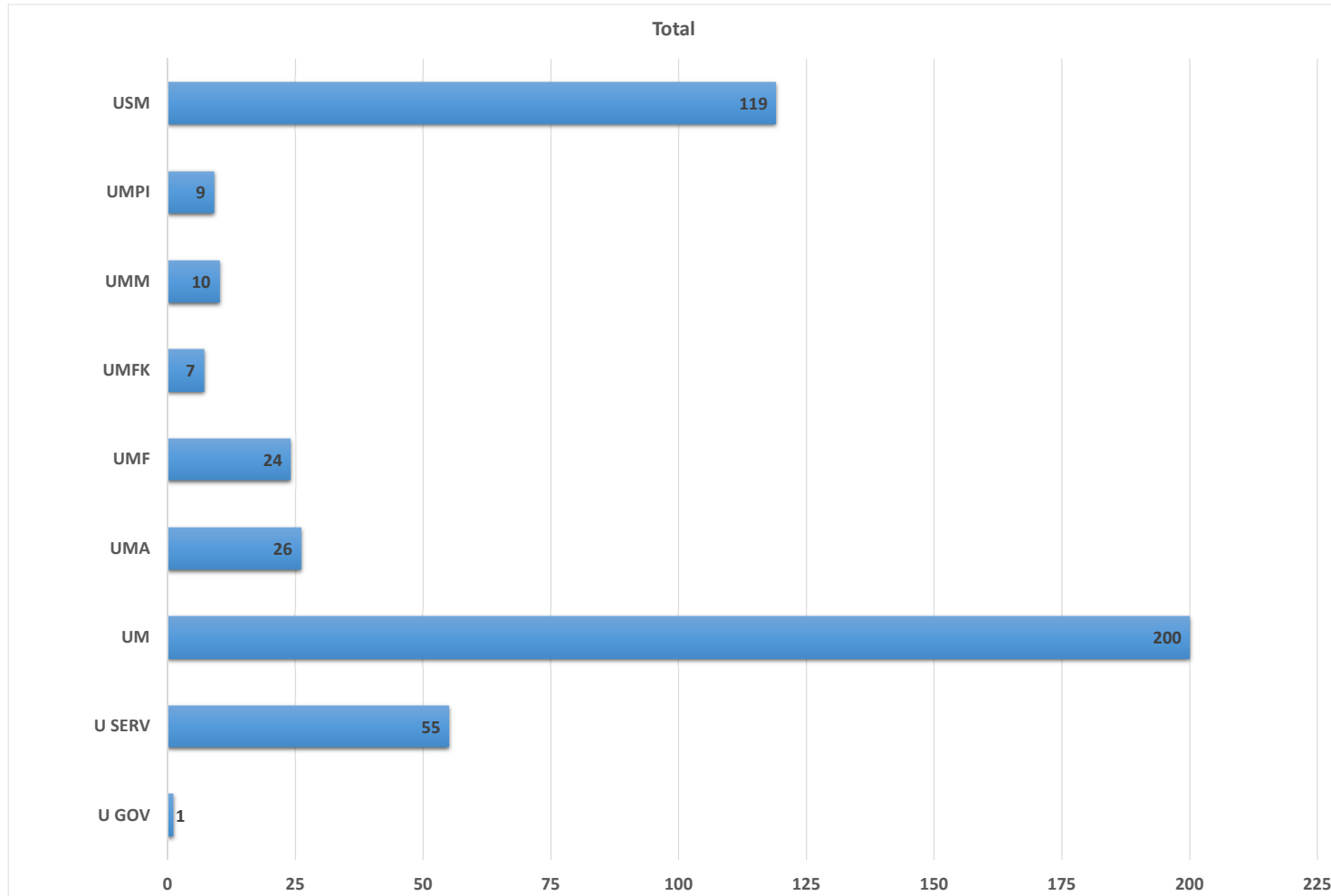
Retention by University  
As Percent of University Population

UM		UMA		UMF		UMFK		UMM		UMPI		USM		U GOV		U SERV		TOTAL	
Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT
1,905	88.4%	275	90.5%	288	90.3%	98	91.6%	55	77.5%	129	91.5%	868	86.9%	3	60.0%	336	87.7%	3,957	88.2%

New Hires and Rehires  
by Percent of University Population

UM		UMA		UMF		UMFK		UMM		UMPI		USM		U GOV		U SERV		Total
Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num
200	9.3	26	8.6	24	7.5	7	6.5	10	14.1	9	6.4	119	11.9	1	20.0	55	14.4	451

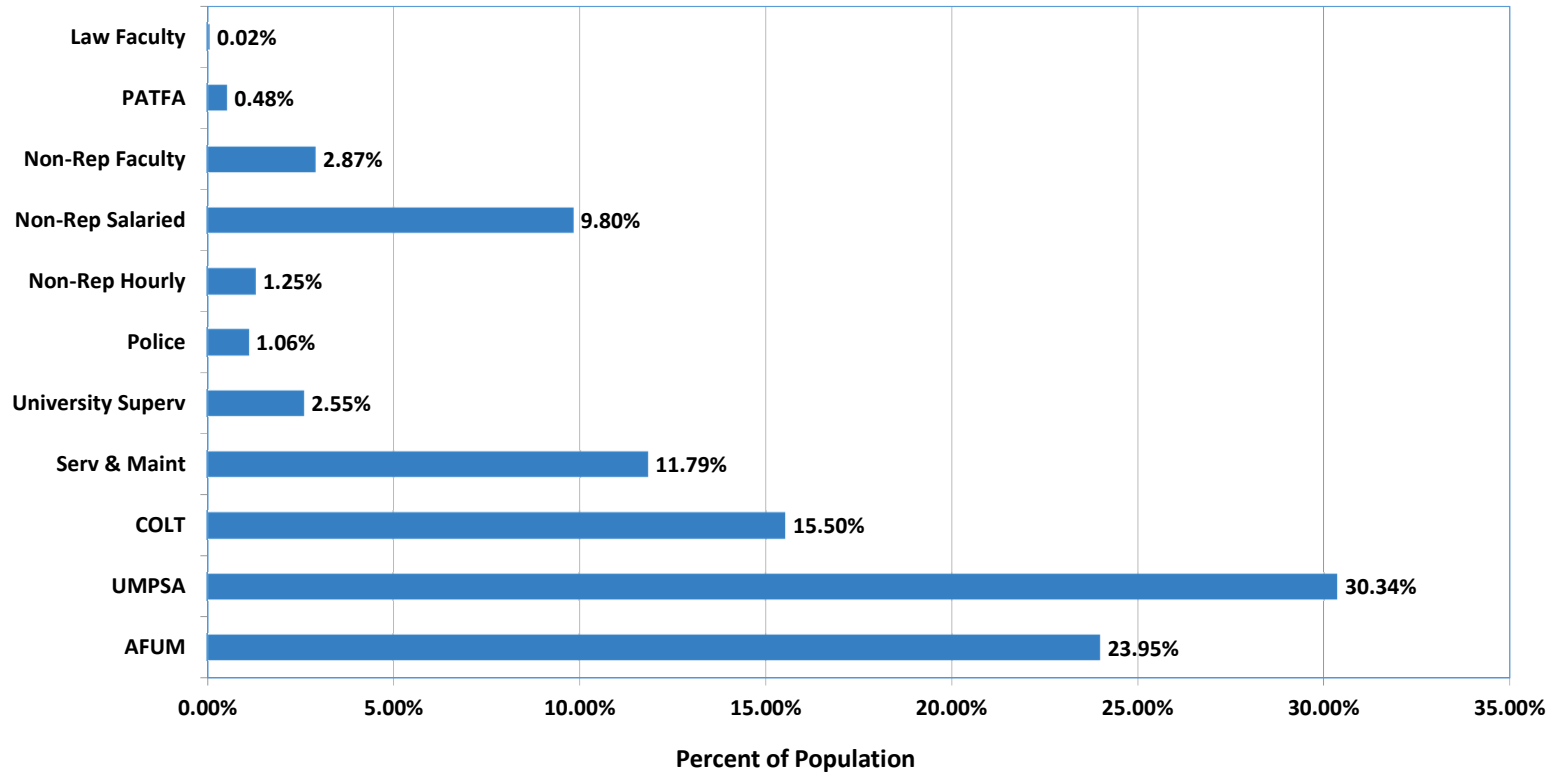
**New Hires and Rehires  
by University**



Average Headcount - Regular Staff  
By Bargaining Unit

AFUM	UMPSA	COLT	Serv & Maint	University Superv	Police	NonRep Hourly	NonRep Salaried	NonRep Faculty	Law Faculty	PATFA	Total
Num	Num	Num	Num	Num	Num	Num	Num	Num	Num	Num	Num
1,074	1,360	695	529	115	48	56	439	129	19	22	4,482

Employees by Bargaining Unit- Percent of Population



Separations by Reason  
By Bargaining Unit

	Death	Discharge	End of Appointment / Contract	Failure to Return from Leave	Non-Reappointment	Partial/Total Disability	Probationary Period	Resignation	Retirement	Soft Money Discontinuance	Staff Reduction	Total
AFUM	4		13		4			26	31			78
UMPSA		4	14	1	1	1	5	129	22	2	10	189
COLT		4		3		1	3	58	23		4	96
Service & Maint		4		1		4		30	18		1	58
University Supervisor		1						4	5			10
Police						1		1				2
Non-Rep Hourly						2	1	7				10
Non-Rep Salaried		1	1	1			1	34	26	1	3	68
Non-Rep Faculty					2			8	1			11
PATFA			2					1	1			4
Law Faculty									1			1
<b>Total</b>	4	14	30	6	7	9	10	298	128	3	18	527

**Separation Rate - Resignations and Total Separations  
As Percent of Bargaining Unit**

<i>AFUM</i>		<i>UMPSA</i>		<i>COLT</i>		<i>Serv &amp; Maint</i>		<i>University Superv</i>		<i>Police</i>		<i>NonRep Hourly</i>		<i>NonRep Salaried</i>		<i>NonRep Faculty</i>		<i>PATFA</i>		<i>Total</i>	
Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All
2.4%	7.3%	9.5%	13.9%	8.4%	13.8%	5.7%	11.0%	3.5%	8.7%	2.1%	4.2%	12.5%	17.9%	7.7%	15.5%	6.2%	8.6%	4.7%	18.6%	6.7%	11.8%

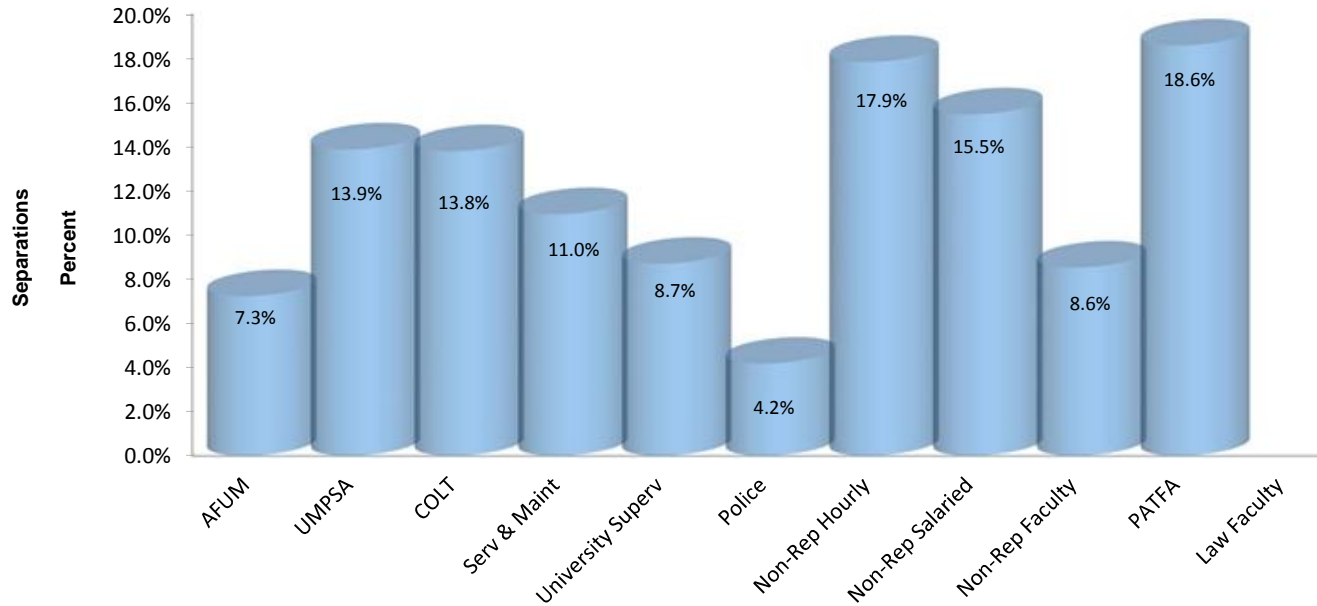
**Average Years of Service by Separation Reason  
by Bargaining Unit**

	<i>AFUM</i>	<i>UMPSA</i>	<i>COLT</i>	<i>Serv &amp; Maint</i>	<i>University Superv</i>	<i>Police</i>	<i>NonRep Hourly</i>	<i>NonRep Salaried</i>	<i>NonRep Faculty</i>	<i>Law Faculty</i>	<i>PATFA</i>
	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs
<b>Involuntary</b>	5.2	5.3	5.5	5.3	16.0	NA	0.4	11.5	6.6	NA	0.8
<b>Retire</b>	28.9	21.5	23.1	23.1	28.0	NA	NA	25.5	32.0	43.0	14.0
<b>Voluntary Separation</b>	9.0	4.8	3.8	3.8	9.1	4.5	8.7	7.0	6.9	NA	3.0

Average Headcount - Regular Staff (2015 & 2016)  
by Bargaining Unit

AFUM		UMPSA		COLT		Serv & Maint		University Superv		Police		NonRep Hourly		NonRep Salaried		NonRep Faculty		Law Faculty		PATFA		Avg total 2015 & 2016	
Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT
1,074	24.0%	1,360	30.4%	695	15.5%	529	11.8%	115	2.6%	48	1.1%	56	1.3%	439	9.8%	129	2.9%	19	0.4%	22	0.5%	4,472	

Separations by Bargaining Unit  
As a Percent of Bargaining Unit Population





Retention by Bargaining Group

AFUM		UMPSA		COLT		Serv & Maint		University Superv		Police		NonRep Hourly		NonRep Salaried		NonRep Faculty		Law Faculty		PATFA		Total
Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num
987	91.9%	1,193	87.8%	592	85.2%	472	89.3%	105	91.7%	45	94.7%	49	87.5%	364	82.9%	117	91.1%	17	91.9%	16	74.4%	3957

New Hires and Rehires  
by Percent of Bargaining Unit Population

AFUM		UMPSA		COLT		Serv & Maint		University Superv		Police		NonRep Hourly		NonRep Salaried		NonRep Faculty		Law Faculty		PATFA		Total
Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num
73	6.9%	174	12.6%	94	13.7%	39	7.4%	5	4.3%	1	2.1%	15	25.4%	40	9.3%	8	6.3%	0	0.0%	2	10.0%	451




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## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Workforce Profile
2. **INITIATED BY:** James R. Erwin, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **BACKGROUND:**

The Workforce Profile is an overview of the UMS workforce, reflecting full-time and part-time regular employees. This represents the 4,459 regular employees that were actively receiving a paycheck as of October 31, 2016. Additionally, there were 857 part time faculty members teaching in the Fall 2016 semester.

### **Count and Gender by Category**

- Of the 4,459 UMS employees reported: 2.2% are administrators, 27.4% are faculty, 38.5% are salaried staff, and 32.0% are hourly paid staff.
- Women are a minority of the full-time faculty at all universities except UMA and UMF. Overall women constitute 44.6% of full time faculty.
- Women are well represented among administrators at 40.2%. There are 97 administrators, 69 of whom are in the Management Group. 44.9% of the Management Group are women.
- Approximately 55.4% of hourly paid employees are women. Many positions in this group are heavily male or female dominated, although this is not reflected in group totals.

### **Average Salary by Category**

- The average salary for administrators is \$131,651; \$75,644 for faculty; \$51,241 for salaried staff; and \$31,606 for hourly staff.
- Wage increases were negotiated and implemented during the fiscal year 2017 resulting in a net increase across the board.
- There is less variation across the universities in average salaries of hourly staff because of greater similarity of jobs and because salary and wage programs establish pay levels.
- Most faculty are appointed on an academic year basis and the annual salary is for the nine-month appointment.

## **Age**

- Age distribution is an important consideration for Workforce and Succession Planning.
- The average age by employee category is: Administrators average age is 56, faculty 53, salaried 46, and hourly employees average age is 51.
- A significant proportion of faculty (48.5%), hourly (46.6%) and administrators (63.9%) are 55 or older.

## **Highest Degree**

- As would be expected, a high number of faculty (72.2%) and administrators (37.1%) hold terminal degrees.
- 15.3% of hourly staff have self-reported a baccalaureate or higher degree. More than 33% of salaried staff have a master's degree or higher. Education level was not reported by 26.6% of employees.

## **Race and Ethnicity**

- There is limited diversity as measured in the federal ethnicity categories. Faculty diversity is gradually increasing with 7.9% of all faculty declaring minority status, an increase of 0.9% since the 2015 report. Diversity across all employee groups is at 5.3%.
- The University of Maine at Fort Kent has the largest proportionate diversity among its employees with 8.4% identifying as minority. The University of Maine reports the highest quantity of minority employees with 129 employees, 6% identifying as such.

## **Years of Service/Average Years of Service**

- UMS has many long-service employees. Average length of service ranges from 10.2 years for salaried staff to 14.2 years for faculty.
- More than 21.6% of faculty and more than 22.7% of administrators have 25 or more years of service.
- The University of Maine has the highest average years of service for all employment categories at 12.5. The University of Maine at Machias has the lowest average years of service at 10.6 years.

## **Part-Time Faculty**

- In the Fall 2016 semester there were approximately 842 Part-Time Faculty teaching 4,321 credit hours of course work. The University of Southern Maine employs the most Part-Time Faculty with 319 (37.9%), followed by the University of Maine with 210 (24.9%) and then the University of Maine at Augusta with 159 (18.9%).
- The methods for classifying Part-Time Faculty in the Human Resources system has changed over the last year. In order to accurately report on Part-Time Faculty counts, credit hours and classes the data is now coming directly from the Campus Solutions database which fully accounts for course details.

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# University of Maine System

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2016 Workforce Profile

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Office of Human Resources

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## Workforce Profile Highlights

The Workforce Profile is an overview of the UMS workforce, reflecting full-time and part-time regular employees. This represents the 4,459 regular employees that were actively receiving a paycheck as of October 31, 2016. Additionally, there were 857 part time faculty members teaching in the Fall 2016 semester.

### Count and Gender by Category

- Of the 4,459 UMS employees reported: 2.2% are administrators, 27.4% are faculty, 38.5% are salaried staff, and 32.0% are hourly paid staff.
- Women are a minority of the full-time faculty at all universities except UMA and UMF. Overall women constitute 44.6% of full time faculty.
- Women are well represented among administrators at 40.2%. There are 97 administrators, 69 of whom are in the Management Group. 44.9% of the Management Group are women.
- Approximately 55.4% of hourly paid employees are women. Many positions in this group are heavily male or female dominated, although this is not reflected in group totals.

### Average Salary by Category

- The average salary for administrators is \$131,651; \$75,644 for faculty; \$51,241 for salaried staff; and \$31,606 for hourly staff.
- Wage increases were negotiated and implemented during the fiscal year 2017 resulting in a net increase across the board.
- There is less variation across the universities in average salaries of hourly staff because of greater similarity of jobs and because salary and wage programs establish pay levels.
- Most faculty are appointed on an academic year basis and the annual salary is for the nine-month appointment.

### Age

- Age distribution is an important consideration for Workforce and Succession Planning.
- The average age by employee category is: Administrators average age is 56, faculty 53, salaried 46, and hourly employees average age is 51.
- A significant proportion of faculty (48.5%), hourly (46.6%) and administrators (63.9%) are 55 or older.

### Highest Degree

- As would be expected, a high number of faculty (72.2%) and administrators (37.1%) hold terminal degrees.
- 15.3% of hourly staff have self-reported a baccalaureate or higher degree. More than 33% of salaried staff have a master's degree or higher. Education level was not reported by 26.6% of employees.

### **Race and Ethnicity**

- There is limited diversity as measured in the federal ethnicity categories. Faculty diversity is gradually increasing with 7.9% of all faculty declaring minority status, an increase of 0.9% since the 2015 report.
- The University of Maine at Fort Kent has the largest proportionate diversity among its employees with 8.4% identifying as minority. The University of Maine reports the highest quantity of minority employees with 129 employees identifying as such.

### **Years of Service/Average Years of Service**

- UMS has many long-service employees. Average length of service ranges from 10.2 years for salaried staff to 14.2 years for faculty.
- More than 21.6% of faculty and more than 22.7% of administrators have 25 or more years of service.
- The University of Maine has the highest average years of service for all employment categories at 12.5. The University of Maine at Machias has the lowest average years of service at 10.6 years.

### **Part-Time Faculty**

- In the Fall 2016 semester there were approximately 842 Part-Time Faculty teaching 4,321 credit hours of course work. The University of Southern Maine employs the most Part-Time Faculty with 319 (37.9%), followed by the University of Maine with 210 (24.9%) and then the University of Maine at Augusta with 159 (18.9%).
- The methods for classifying Part-Time Faculty in the Human Resources system has changed over the last year. In order to accurately report on Part-Time Faculty counts, credit hours and classes the data is now coming directly from the Campus Solutions database which fully accounts for course details.



UMS - OHR  
May 1, 2017

### Category Definitions

All UMS positions are categorized as administrator, faculty, salaried, or hourly depending upon the primary type of work performed. The categories, as defined by the IPEDS (Integrated Postsecondary Education Data System) Fall Staff Survey submitted biennially by colleges and universities to the National Center for Education Statistics, U.S. Department of Education, are defined below.

#### **Administrators**

All employees whose assignments require management of the institution, or a customarily recognized department or subdivision. Assignments require the performance of work directly related to management policies or general business operations of the institution, department or subdivision. Assignments in this category customarily and regularly require the incumbent to exercise discretion and independent judgment. This category includes employees holding the following titles who meet the above criteria: president, vice president (including assistant and associate), dean (including assistant and associate if their only activity is administrative and does not include a faculty workload), director (including assistant and associate), department head (including assistant and associate if their only activity is administrative and does not include a faculty workload). Employees in this category are in the management group.

#### **Faculty**

All individuals employed for the primary purpose of instruction, research, and/or public service and who hold academic rank of professor, associate professor, assistant professor, instructor, lecturer or the equivalent. These individuals may also hold titles such as associate dean, assistant dean, chairperson, and director if they also have a faculty work assignment. This report includes faculty in Cooperative Extension; the Tenure Report excludes faculty in this department.

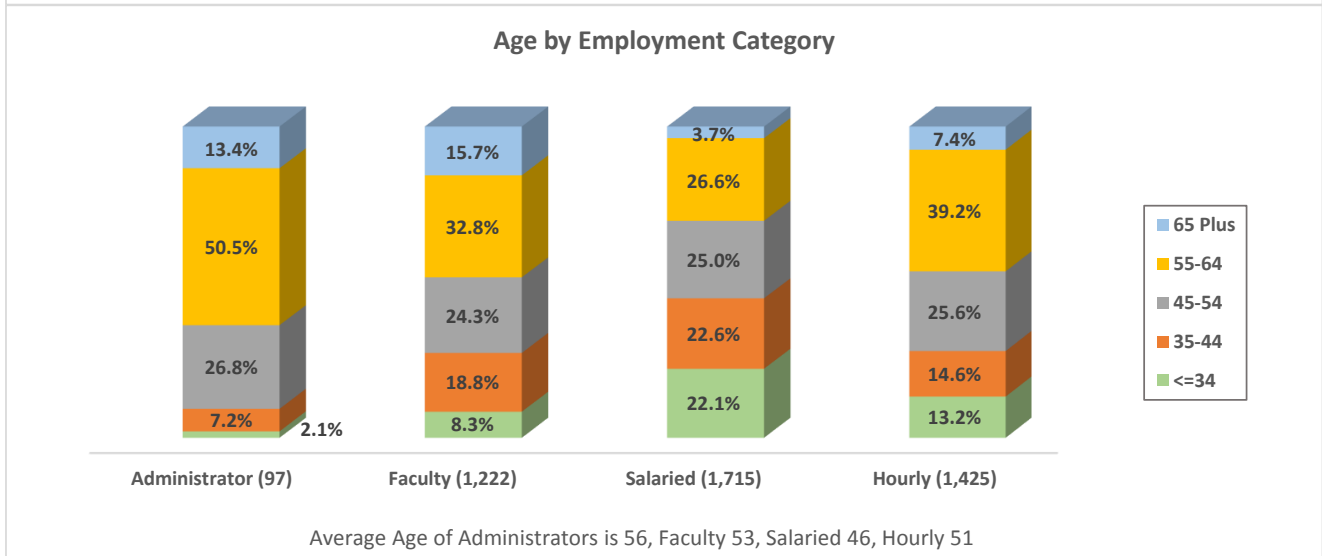
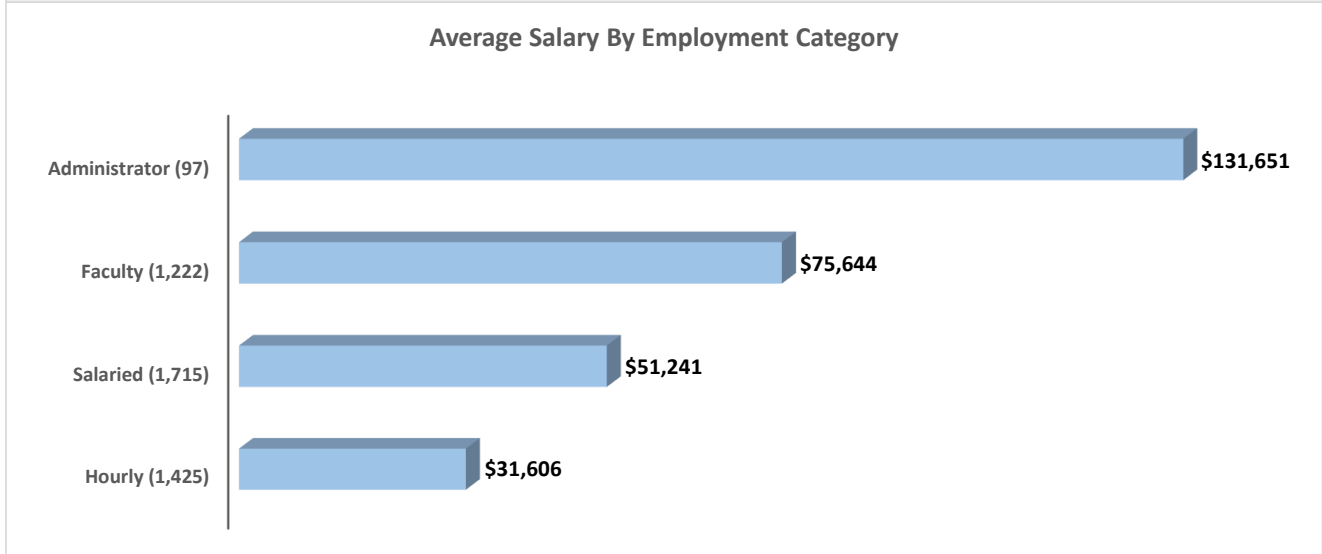
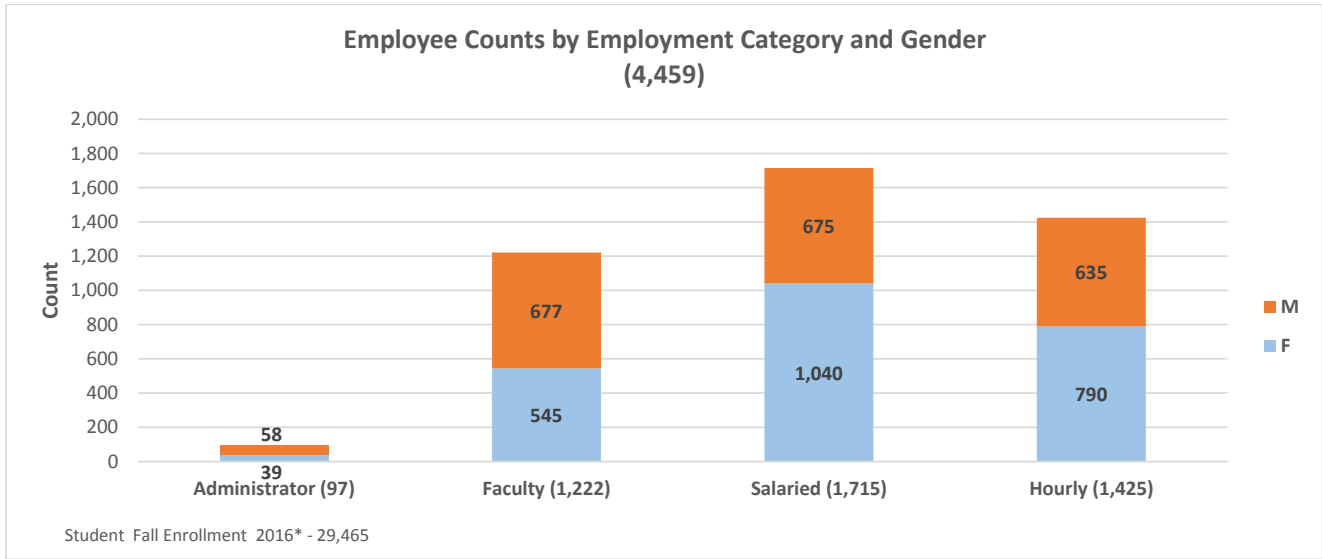
#### **Salaried**

All individuals employed for the primary purpose of performing academic support, student service and institutional support, whose assignments require either a baccalaureate degree or higher or experience of such kind and amount as to provide a comparable background. Includes employees with job titles such as: Business Operations Specialist, Financial Specialist, Accountant, Budget Analyst, Admissions or Financial Aid Counselor, Computer Specialist, Computer Analyst, Database Administrator, Librarian, Resident Director.

## Hourly Staff

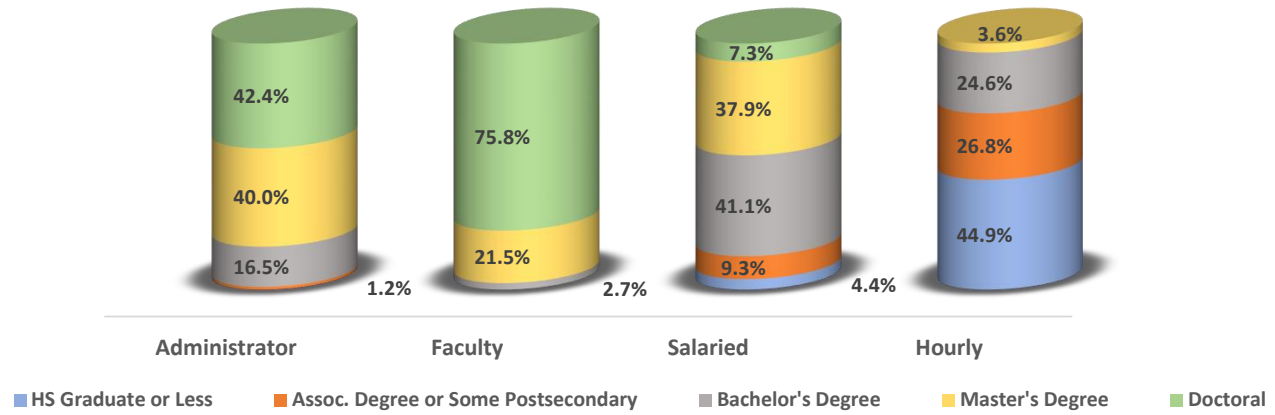
All employees whose assignments:

- Are technical or paraprofessional in nature (requires specialized knowledge or skills which may be acquired through experience, apprenticeship, on-the-job training or academic work in occupationally specific programs that result in a 2-year degree or other certificate or diploma). Includes such titles as Research or Laboratory Technician, Audiovisual Technician, Personnel Assistant. Or;
- Are associated with clerical or secretarial activities (responsible for internal and external communications, recording and retrieving data and/or information, and other paperwork required in an office). Includes such titles as Secretary, Administrative Assistant, Records Technician, Bookkeeper, Library Assistant. Or;
- Involve skilled crafts work (typically requires special manual skills and a thorough and comprehensive knowledge of the processes involved in the work, acquired through on-the-job-training and experience or through apprenticeship or other formal training programs). Includes such titles as Electrician, HVAC Technician, Printer, Garage Mechanic. Or;
- Involve service/maintenance work (requires limited degrees of previously acquired skills and knowledge, performs duties that result in or contribute to the comfort, convenience and hygiene of personnel and the student body or that contribute to the upkeep of the institutional property). Includes such titles as Custodian, Building & Grounds Maintenance Worker, Police Officer, Security Guard, Cook.



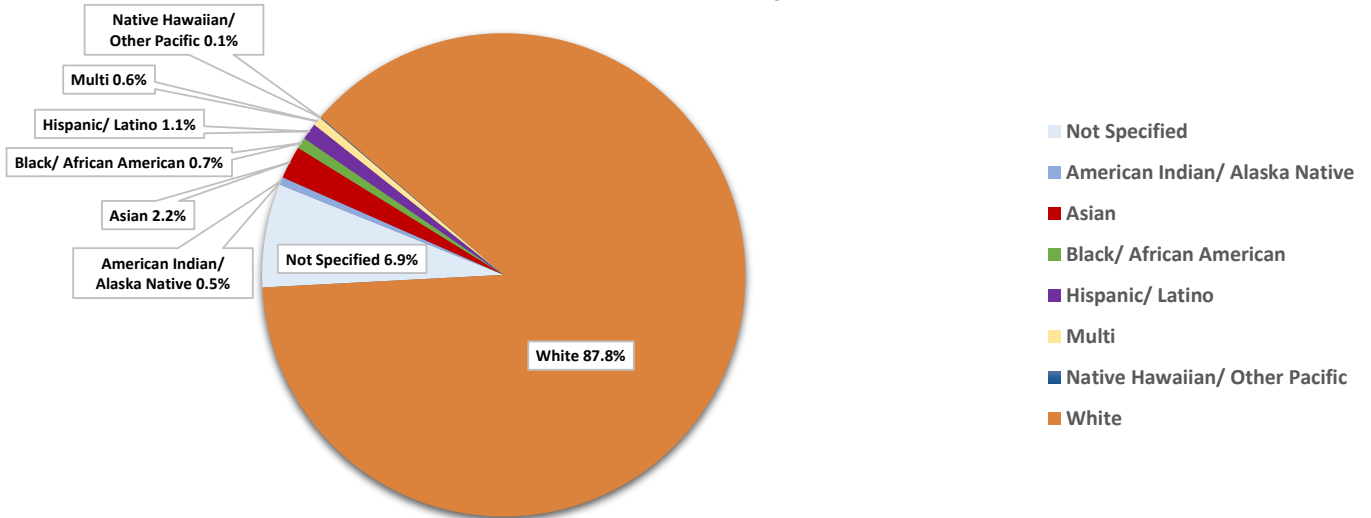
\* Student Fall Enrollment 2016 includes undergraduate and graduate students. The source is Fall 2016 Enrollment Report - The University of Maine System, Fall Semester Headcount by Campus

### Highest Degree by Employment Category \*

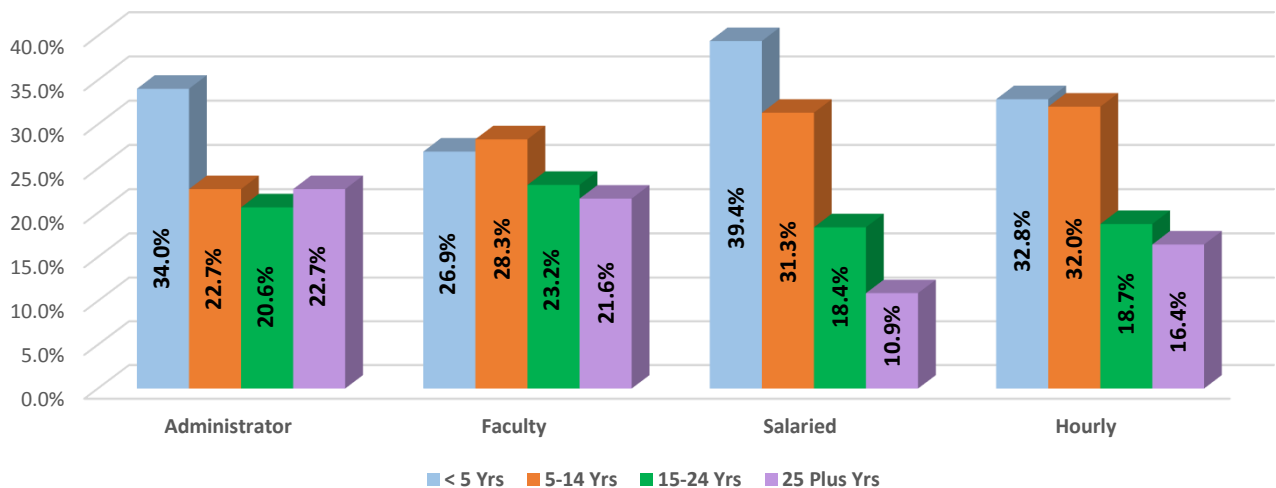


\* Percentage shown for Highest Degree is a percent of the total employees who reported education level; 1,186 employees did not indicate.

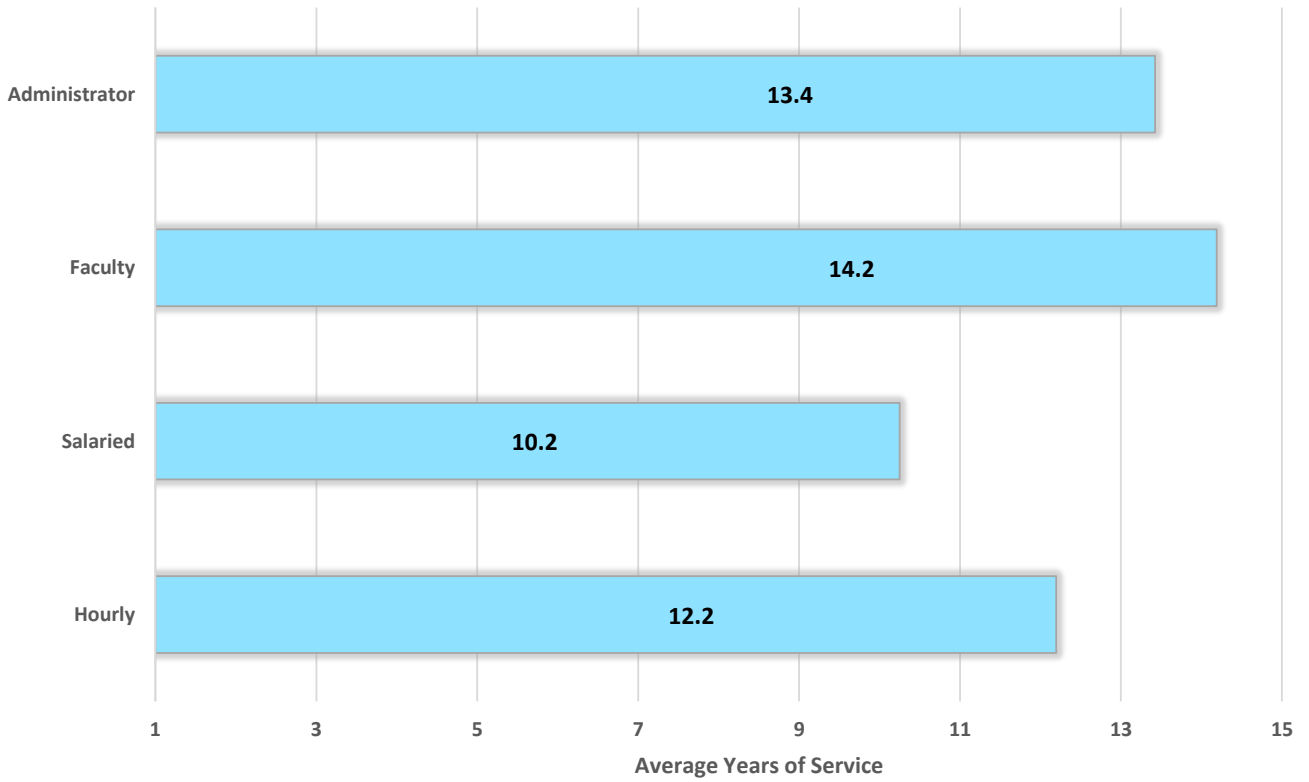
### Race and Ethnicity



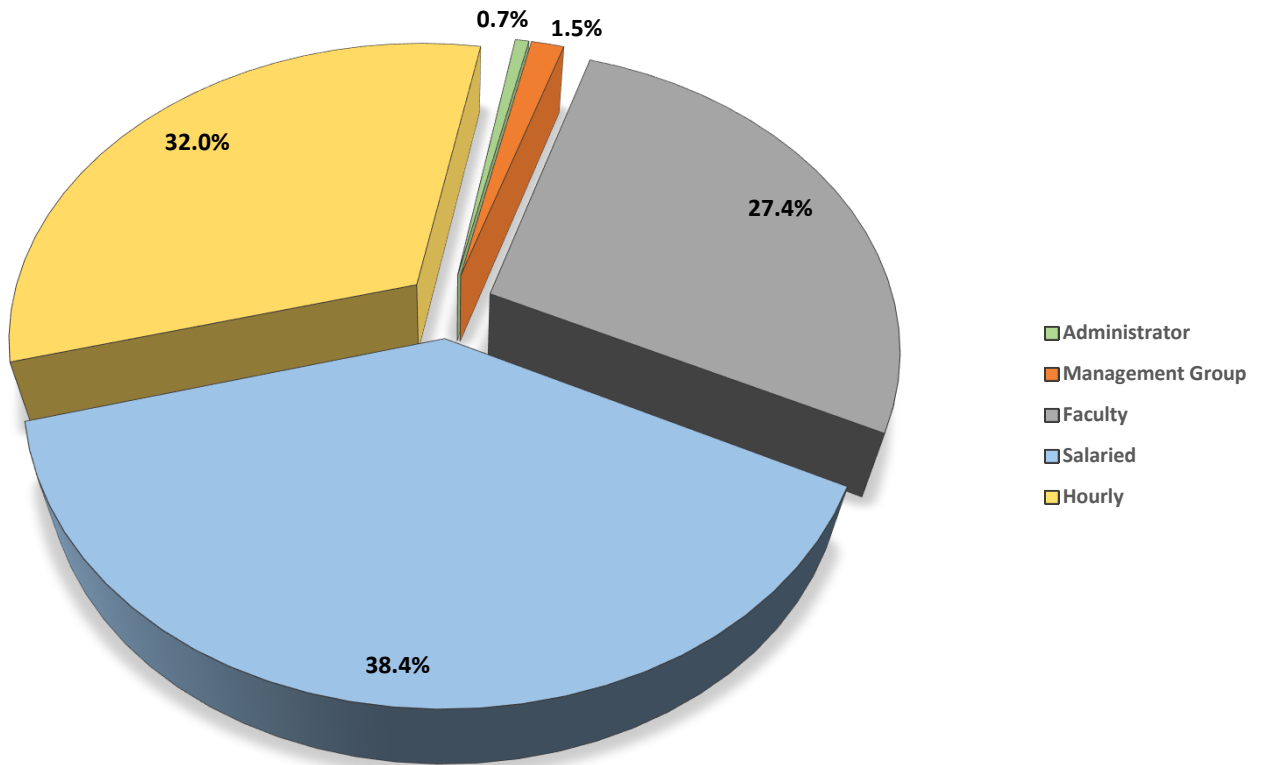
### Years of Service by Employment Category



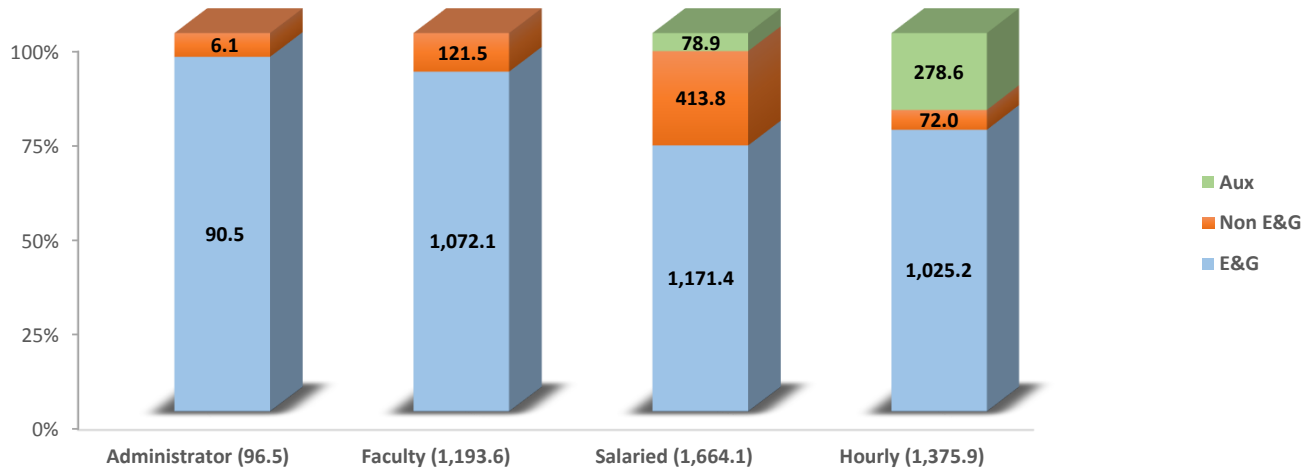
Average Years of Service by Employment Category



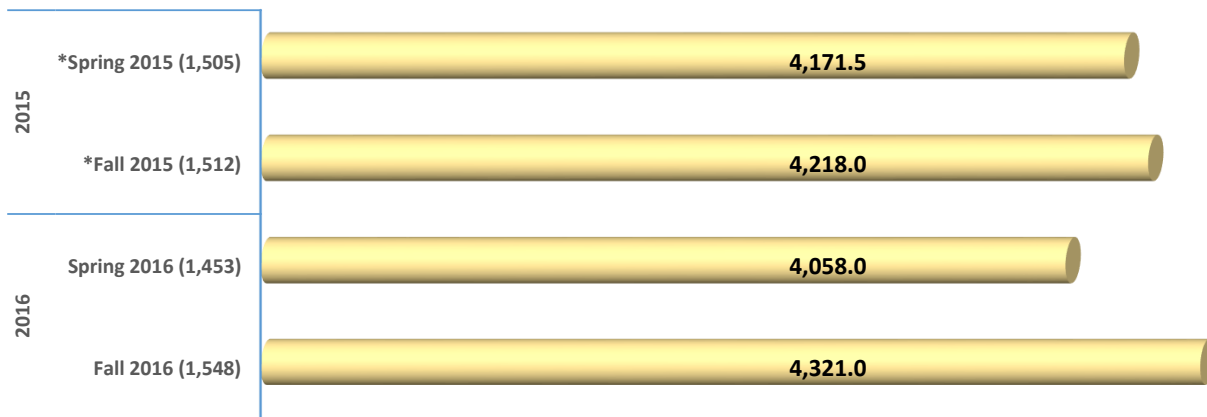
Employees by Employment Category



### Full Time Equivalent by Funding Source

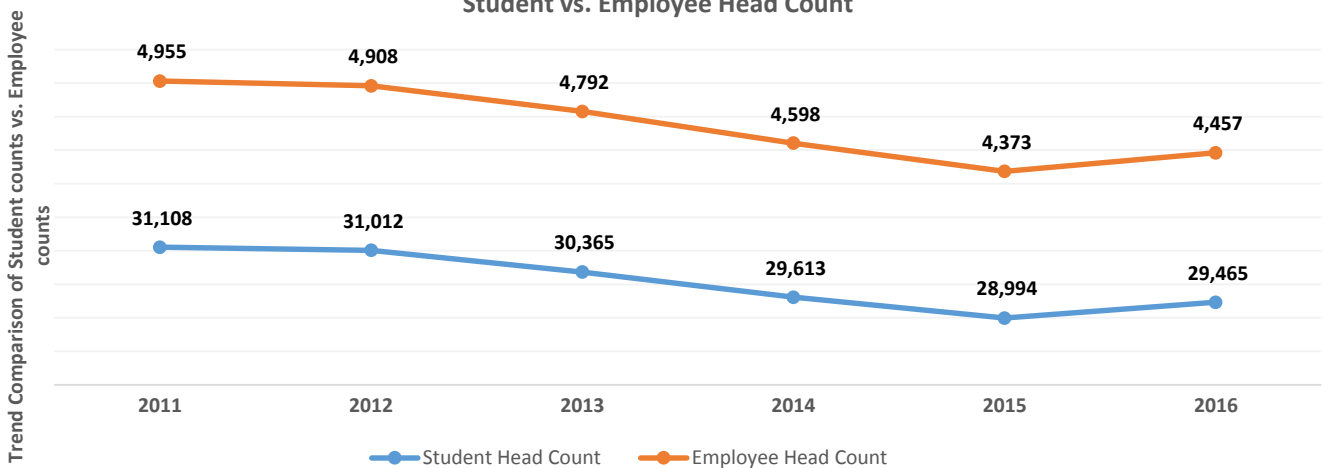


### Part-Time Faculty Association Credit Hours by Semester



\* Numbers adjusted to reflect credit hours as reported from Campus Solutions to conform to a uniform standard reporting methodology due to new PATFA categorization methods in HR

### Student vs. Employee Head Count



\*Student headcount from Fall 2016 UMS Enrollment Report, historical Employee headcount from 2016 UMS Employee Headcount Report

Counts by Employment Category and Gender

	University of Maine System			University of Maine			University of Maine at Augusta			University of Maine at Farmington			University of Maine at Fort Kent		
	F	M	Count	F	M	Count	F	M	Count	F	M	Count	F	M	Count
Administrators	39	58	97	9	20	29	5	4	9	4	4	8			
Faculty	545	677	1,222	242	383	625	49	41	90	73	50	123	14	18	32
Salaries	1,040	675	1,715	389	317	706	80	28	108	62	28	90	20	15	35
Hourly	790	635	1,425	416	369	785	63	32	95	52	43	95	21	17	38
Total	2,414	2,045	4,459	1,056	1,089	2,145	197	105	302	191	125	316	55	52	107
Student Enrollment	29,465			11,219			4,416			2,000			1,904		

	University of Maine at Machias			University of Maine at Presque Isle			University of Southern Maine			University Governance			University Services		
	F	M	Count	F	M	Count	F	M	Count	F	M	Count	F	M	Count
Administrators	2		2	3	3	3	7	10	17	5	7	12	7	8	15
Faculty	11	17	28	19	22	41	137	145	282					1	1
Salaries	15	6	21	35	18	53	321	112	433	1		1	117	151	268
Hourly	12	8	20	21	19	40	141	123	264				64	24	88
Total	40	31	71	75	62	137	606	390	996	6	7	13	188	184	372
Student Enrollment	745			1,326			7,855								

\* Student Enrollment counts from the University of Maine System - Fall 2016 Enrollment Report, Fall Semester Headcount by Campus.

Average Salary by Employment Category

	University of Maine System		University of Maine		University of Maine at Augusta		University of Maine at Farmington		University of Maine at Fort Kent	
	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary
Administrators	97	125,435	29	133,794	9	112,748	8	109,238	2	137,500
Faculty	1,222	75,644	625	81,173	90	66,408	123	61,555	32	58,857
Salaried	1,715	51,207	706	51,095	108	45,212	90	43,308	35	43,744
Hourly	1,425	31,606	785	31,550	95	29,643	95	31,785	38	31,437
Total	4,459	53,403	2,145	53,510	302	48,095	316	48,219	107	45,513

	University of Maine at Machias		University of Maine at Presque Isle		University of Southern Maine		University Governance		University Services	
	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary
Administrators	2	125,091	3	102,520	17	136,826	12	175,684	15	115,634
Faculty	28	57,772	41	59,479	282	78,423			1	101,164
Salaried	21	36,011	53	39,383	433	51,878	1	108,000	268	59,992
Hourly	20	30,349	40	32,043	264	31,828			88	33,531
Total	71	44,946	137	44,540	996	55,253	13	170,477	372	55,894



Average Age by Employment Category

	University of Maine System		University of Maine		University of Maine at Augusta		University of Maine at Farmington		University of Maine at Fort Kent	
	Count	Avg Age	Count	Avg Age	Count	Avg Age	Count	Avg Age	Count	Avg Age
Administrators	97	56	29	54	9	58	8	57	2	62
Faculty	1,222	53	625	51	90	56	123	52	32	53
Salaries	1,715	46	706	45	108	48	90	45	35	45
Hourly	1,425	51	785	51	95	51	95	53	38	53
Total	4,459	50	2,145	49	302	52	316	50	107	51

	University of Maine at Machias		University of Maine at Presque Isle		University of Southern Maine		University Governance		University Services	
	Count	Avg Age	Count	Avg Age	Count	Avg Age	Count	Avg Age	Count	Avg Age
Administrators	2	69	3	54	17	56	12	57	15	54
Faculty	28	52	41	53	282	55	1	55	1	64
Salaries	21	43	53	46	433	46	1	55	268	49
Hourly	20	54	40	54	264	50			88	46
Total	71	51	137	51	996	51	13	56	372	49

Age by Employment Category\*

University of Maine System	Age Group										Total
	<= 34	35 - 44	45 - 54	55 - 64	65 Plus	Count	% of Total	Count	% of Total	Count	
Administrators	2	7	26	49	13	97	0.0%	0.2%	1.1%	0.3%	2.2%
Faculty	102	230	297	401	192	1,222	2.3%	5.2%	6.7%	4.3%	27.4%
Salaried	379	388	428	456	64	1,715	8.5%	8.7%	10.2%	1.4%	38.5%
Hourly	188	208	365	558	106	1,425	4.2%	4.7%	8.2%	2.4%	32.0%
Total	671	833	1,116	1,464	375	4,459	15.0%	18.7%	25.0%	8.4%	100.0%
<b>University of Maine</b>	Age Group										Total
	<= 34	35 - 44	45 - 54	55 - 64	65 Plus	Count	% of Total	Count	% of Total	Count	% of Total
Administrators	1	2	8	16	2	29	0.0%	0.1%	0.4%	0.1%	1.4%
Faculty	83	130	125	193	94	625	3.9%	6.1%	5.8%	9.0%	29.1%
Salaried	188	149	163	182	24	706	8.8%	6.9%	7.6%	8.5%	32.9%
Hourly	104	110	209	307	55	785	4.8%	5.1%	9.7%	14.3%	36.6%
Total	376	391	505	698	175	2,145	17.5%	18.2%	23.5%	32.5%	100.0%
<b>University of Maine at Augusta</b>	Age Group										Total
	<= 34	35 - 44	45 - 54	55 - 64	65 Plus	Count	% of Total	Count	% of Total	Count	% of Total
Administrators	0	0	4	3	2	9	0.0%	0.0%	1.3%	0.7%	3.0%
Faculty	4	12	18	35	21	90	1.3%	4.0%	6.0%	11.6%	29.8%
Salaried	18	23	27	34	6	108	7.0%	7.6%	8.9%	11.3%	35.8%
Hourly	14	15	17	42	7	95	4.6%	5.0%	5.6%	13.9%	31.5%
Total	36	50	66	114	36	302	11.9%	16.6%	21.9%	37.7%	100.0%
<b>University of Maine at Farmington</b>	Age Group										Total
	<= 34	35 - 44	45 - 54	55 - 64	65 Plus	Count	% of Total	Count	% of Total	Count	% of Total
Administrators	1	0	0	7	0	8	0.3%	0.0%	0.0%	2.2%	2.5%
Faculty	6	22	44	40	11	123	1.9%	7.0%	13.9%	12.7%	38.9%
Salaried	23	21	20	21	5	90	7.3%	6.6%	6.3%	6.6%	28.5%
Hourly	2	19	30	35	9	95	0.6%	6.0%	9.5%	11.1%	30.1%
Total	32	62	94	103	25	316	10.1%	19.6%	29.7%	32.6%	100.0%
<b>University of Maine at Fort Kent</b>	Age Group										Total
	<= 34	35 - 44	45 - 54	55 - 64	65 Plus	Count	% of Total	Count	% of Total	Count	% of Total
Administrators	0	0	0	1	1	2	0.0%	0.0%	0.0%	0.9%	1.9%
Faculty	1	6	10	13	2	32	0.9%	5.6%	9.3%	12.1%	29.9%
Salaried	10	8	8	9	0	35	9.3%	7.5%	7.5%	8.4%	32.7%
Hourly	3	5	11	16	3	38	2.8%	4.7%	10.3%	15.0%	35.5%
Total	14	19	29	39	6	107	13.1%	17.8%	27.1%	36.4%	100.0%

Age by Employment Category\*

	Age Group													
	<= 34		35 - 44		45 - 54		55 - 64		65 Plus		Total			
	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total	Count	% of Total		
<b>University of Maine at Machias</b>														
Administrators	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	2.8%	2	2.8%		
Faculty	0	0.0%	8	11.3%	7	9.9%	11	15.5%	2	2.8%	28	39.4%		
Salaried	8	11.3%	4	5.6%	4	5.6%	4	5.6%	1	1.4%	21	29.6%		
Hourly	1	1.4%	1	1.4%	6	8.5%	11	15.5%	1	1.4%	20	28.2%		
<b>Total</b>	9	12.7%	13	18.3%	17	23.9%	26	36.6%	6	8.5%	71	100.0%		
<b>University of Maine at Presque Isle</b>														
Administrators	0	0.0%	0	0.0%	1	0.7%	2	1.5%	0	0.0%	3	2.2%		
Faculty	0	0.0%	10	7.3%	15	10.9%	10	7.3%	6	4.4%	41	29.9%		
Salaried	11	8.0%	15	10.9%	12	8.8%	11	8.0%	4	2.9%	53	38.7%		
Hourly	2	1.5%	3	2.2%	12	8.8%	20	14.6%	3	2.2%	40	29.2%		
<b>Total</b>	13	9.5%	28	20.4%	40	29.2%	43	31.4%	13	9.5%	137	100.0%		
<b>University of Southern Maine</b>														
Administrators	8	0.8%	42	4.2%	78	7.8%	98	9.8%	56	5.6%	282	28.3%		
Faculty	93	9.3%	102	10.2%	102	10.2%	123	12.3%	13	1.3%	433	43.5%		
Salaried	44	4.4%	31	3.1%	63	6.3%	104	10.4%	22	2.2%	264	26.5%		
Hourly	145	14.6%	176	17.7%	249	25.0%	332	33.3%	94	9.4%	996	100.0%		
<b>Total</b>	286	28.6%	351	35.1%	592	59.2%	667	66.7%	185	18.5%	1381	138.1%		
<b>University Governance</b>														
Administrators	0	0.0%	1	7.7%	4	30.8%	5	38.5%	2	15.4%	12	92.3%		
Faculty	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%		
Salaried	0	0.0%	0	0.0%	0	0.0%	1	7.7%	0	0.0%	1	7.7%		
Hourly	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%		
<b>Total</b>	0	0.0%	1	7.7%	4	30.8%	6	46.2%	2	15.4%	13	100.0%		
<b>University Services</b>														
Administrators	0	0.0%	3	0.8%	3	0.8%	8	2.2%	1	0.3%	15	4.0%		
Faculty	0	0.0%	0	0.0%	0	0.0%	1	0.3%	0	0.0%	1	0.3%		
Salaried	28	7.5%	66	17.7%	92	24.7%	71	19.1%	11	3.0%	268	72.0%		
Hourly	18	4.8%	24	6.5%	17	4.6%	23	6.2%	6	1.6%	88	23.7%		
<b>Total</b>	46	12.4%	93	25.0%	112	30.1%	103	27.7%	18	4.8%	372	100.0%		

\* Note - Due to rounding the % of Total in the Total column may not equal the sum of the percents in each age category.

Highest Degree by Employment Category

University of Maine System	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	12	0.3%	0	0.0%	1	0.0%	14	0.3%	34	0.8%	36	0.8%	97	2.2%
Faculty	58	1.3%	0	0.0%	0	0.0%	32	0.7%	250	5.6%	882	19.8%	1,222	27.4%
Salaries	463	10.4%	55	1.2%	117	2.6%	514	11.5%	475	10.7%	91	2.0%	1,715	38.5%
Hourly	653	14.6%	347	7.8%	207	4.6%	190	4.3%	28	0.6%	0	0.0%	1,425	32.0%
Total	1,186	26.6%	402	9.0%	325	7.3%	750	16.8%	787	17.6%	1,009	22.6%	4,459	100.0%
<b>University of Maine</b>	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	0	0.0%	0	0.0%	0	0.0%	2	0.1%	13	0.6%	14	0.7%	29	1.4%
Faculty	49	2.3%	0	0.0%	0	0.0%	21	1.0%	107	5.0%	448	20.9%	625	29.1%
Salaries	199	9.3%	30	1.4%	42	2.0%	189	8.8%	200	9.3%	46	2.1%	706	32.9%
Hourly	374	17.4%	206	9.6%	115	5.4%	78	3.6%	12	0.6%	0	0.0%	785	36.6%
Total	622	29.0%	236	11.0%	157	7.3%	290	13.5%	332	15.5%	508	23.7%	2,145	100.0%
<b>University of Maine at Augusta</b>	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	1	0.3%	0	0.0%	0	0.0%	0	0.0%	3	1.0%	5	1.7%	9	3.0%
Faculty	1	0.3%	0	0.0%	0	0.0%	2	0.7%	41	13.6%	46	15.2%	90	29.8%
Salaries	30	9.9%	2	0.7%	9	3.0%	30	9.9%	33	10.9%	4	1.3%	108	35.8%
Hourly	74	24.5%	4	1.3%	8	2.6%	9	3.0%	0	0.0%	0	0.0%	95	31.5%
Total	106	35.1%	6	2.0%	17	5.6%	41	13.6%	77	25.5%	55	18.2%	302	100.0%
<b>University of Maine at Farmington</b>	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	0	0.0%	0	0.0%	0	0.0%	2	0.6%	3	0.9%	3	0.9%	8	2.5%
Faculty	1	0.3%	0	0.0%	0	0.0%	1	0.3%	21	6.6%	100	31.6%	123	38.9%
Salaries	11	3.5%	2	0.6%	10	3.2%	32	10.1%	28	8.9%	7	2.2%	90	28.5%
Hourly	18	5.7%	43	13.6%	18	5.7%	14	4.4%	2	0.6%	0	0.0%	95	30.1%
Total	30	9.5%	45	14.2%	28	8.9%	49	15.5%	54	17.1%	110	34.8%	316	100.0%
<b>University of Maine at Fort Kent</b>	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	1	0.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.9%	2	1.9%
Faculty	0	0.0%	0	0.0%	0	0.0%	3	2.8%	10	9.3%	19	17.8%	32	29.9%
Salaries	5	4.7%	1	0.9%	2	1.9%	14	13.1%	13	12.1%	0	0.0%	35	32.7%
Hourly	4	3.7%	15	14.0%	11	10.3%	8	7.5%	0	0.0%	0	0.0%	38	35.5%
Total	10	9.3%	16	15.0%	13	12.1%	25	23.4%	23	21.5%	20	18.7%	107	100.0%

Highest Degree by Employment Category

University of Maine at Machias	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	2.8%	2	2.8%
Faculty	0	0.0%	0	0.0%	0	0.0%	1	1.4%	6	8.5%	21	29.6%	28	39.4%
Salaries	3	4.2%	0	0.0%	1	1.4%	9	12.7%	8	11.3%	0	0.0%	21	29.6%
Hourly	3	4.2%	9	12.7%	7	9.9%	1	1.4%	0	0.0%	0	0.0%	20	28.2%
Total	6	8.5%	9	12.7%	8	11.3%	11	15.5%	14	19.7%	23	32.4%	71	100.0%

University of Maine at Presque Isle	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	0	0.0%	0	0.0%	0	0.0%	1	0.7%	1	0.7%	1	0.7%	3	2.2%
Faculty	2	1.5%	0	0.0%	0	0.0%	0	0.0%	18	13.1%	21	15.3%	41	29.9%
Salaries	12	8.8%	1	0.7%	2	1.5%	21	15.3%	16	11.7%	1	0.7%	53	38.7%
Hourly	8	5.8%	20	14.6%	8	5.8%	4	2.9%	0	0.0%	0	0.0%	40	29.2%
Total	22	16.1%	21	15.3%	10	7.3%	26	19.0%	35	25.5%	23	16.8%	137	100.0%

University of Southern Maine	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	3	0.3%	0	0.0%	0	0.0%	2	0.2%	6	0.6%	6	0.6%	17	1.7%
Faculty	4	0.4%	0	0.0%	0	0.0%	4	0.4%	47	4.7%	227	22.8%	282	28.3%
Salaries	105	10.5%	5	0.5%	13	1.3%	133	13.4%	147	14.8%	30	3.0%	433	43.5%
Hourly	124	12.4%	37	3.7%	27	2.7%	63	6.3%	13	1.3%	0	0.0%	264	26.5%
Total	236	23.7%	42	4.2%	40	4.0%	202	20.3%	213	21.4%	263	26.4%	996	100.0%

University Governance	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	4	30.8%	0	0.0%	0	0.0%	2	15.4%	3	23.1%	3	23.1%	12	92.3%
Faculty	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Salaries	0	0.0%	0	0.0%	0	0.0%	1	7.7%	0	0.0%	0	0.0%	1	7.7%
Hourly	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	4	30.8%	0	0.0%	0	0.0%	3	23.1%	3	23.1%	3	23.1%	13	100.0%

University Services	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	3	0.8%	0	0.0%	1	0.3%	5	1.3%	5	1.3%	1	0.3%	15	4.0%
Faculty	1	0.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.3%
Salaries	98	26.3%	14	3.8%	38	10.2%	85	22.8%	30	8.1%	3	0.8%	268	72.0%
Hourly	48	12.9%	13	3.5%	13	3.5%	13	3.5%	1	0.3%	0	0.0%	88	23.7%
Total	150	40.3%	27	7.3%	52	14.0%	103	27.7%	36	9.7%	4	1.1%	372	100.0%

Race and Ethnicity by Employment Category

	University of Maine System				University of Maine				University of Maine at Augusta				University of Maine at Farmington				University of Maine at Fort Kent			
	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %
Administrators	0.1%	2.0%	0.2%	2.2%	0.0%	1.3%	0.0%	1.4%	0.0%	0.0%	2.6%	0.3%	3.0%	0.0%	2.5%	0.0%	0.0%	0.9%	0.9%	1.9%
Faculty	2.2%	23.5%	1.7%	27.4%	2.6%	23.9%	2.7%	29.1%	0.7%	28.5%	0.7%	29.8%	1.9%	37.0%	0.0%	38.9%	4.7%	25.2%	0.0%	29.9%
Salaried	1.9%	34.0%	2.6%	38.5%	2.1%	27.4%	3.4%	32.9%	0.7%	34.4%	0.7%	35.8%	0.3%	28.2%	0.0%	28.5%	2.8%	27.1%	2.8%	32.7%
Hourly	1.2%	28.3%	2.5%	32.0%	1.2%	31.6%	3.8%	36.6%	1.0%	29.8%	0.7%	31.5%	0.3%	29.7%	0.0%	30.1%	0.9%	33.6%	0.9%	35.5%
Total	5.3%	87.8%	6.9%	100.0%	6.0%	84.1%	9.9%	100.0%	2.3%	95.4%	2.3%	100.0%	2.5%	97.5%	0.0%	100.0%	8.4%	86.9%	4.7%	100.0%
	University of Maine at Machias				University of Maine at Presque Isle				University of Southern Maine				University Governance				University Services			
	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %
Administrators	0.0%	2.8%	0.0%	2.8%	0.0%	2.2%	0.0%	2.2%	0.2%	1.3%	0.2%	1.7%	0.0%	76.9%	15.4%	92.3%	0.0%	4.0%	0.0%	4.0%
Faculty	0.0%	38.0%	1.4%	39.4%	2.2%	27.7%	0.0%	29.9%	2.4%	24.2%	1.7%	28.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.0%	0.3%
Salaried	1.4%	25.4%	2.8%	29.6%	0.7%	35.8%	2.2%	38.7%	2.2%	38.8%	2.5%	43.5%	0.0%	7.7%	0.0%	7.7%	2.7%	67.7%	1.6%	72.0%
Hourly	0.0%	25.4%	2.8%	28.2%	0.7%	27.7%	0.7%	29.2%	1.4%	23.0%	2.1%	26.5%	0.0%	0.0%	0.0%	0.0%	1.6%	21.5%	0.5%	23.7%
Total	1.4%	91.5%	7.0%	100.0%	3.6%	93.4%	2.9%	100.0%	6.2%	87.2%	6.5%	100.0%	0.0%	84.6%	15.4%	100.0%	4.3%	93.5%	2.2%	100.0%

Years of Service by Employment Category

University of Maine System	Years of Service					Total Count
	< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count	
Administrators	33	22	20	22	97	
Faculty	329	346	283	264	1,222	
Salaries	676	537	315	187	1,715	
Hourly	468	456	267	234	1,425	
<b>Total</b>	<b>1,506</b>	<b>1,361</b>	<b>885</b>	<b>707</b>	<b>4,459</b>	
University of Maine	Years of Service					Total Count
< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count		
Administrators	6	5	8	10	29	
Faculty	181	154	142	148	625	
Salaries	299	200	124	83	706	
Hourly	245	246	151	143	785	
<b>Total</b>	<b>731</b>	<b>605</b>	<b>425</b>	<b>384</b>	<b>2,145</b>	
University of Maine at Augusta	Years of Service					Total Count
< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count		
Administrators	4	1	3	1	9	
Faculty	21	28	11	30	90	
Salaries	36	38	23	11	108	
Hourly	38	35	16	6	95	
<b>Total</b>	<b>99</b>	<b>102</b>	<b>53</b>	<b>48</b>	<b>302</b>	
University of Maine at Farmington	Years of Service					Total Count
< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count		
Administrators	3	1	1	3	8	
Faculty	29	47	33	14	123	
Salaries	35	35	9	11	90	
Hourly	17	38	20	20	95	
<b>Total</b>	<b>84</b>	<b>121</b>	<b>63</b>	<b>48</b>	<b>316</b>	
University of Maine at Fort Kent	Years of Service					Total Count
< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count		
Administrators	2				2	
Faculty	6	14	8	4	32	
Salaries	16	12	6	1	35	
Hourly	6	14	9	9	38	
<b>Total</b>	<b>30</b>	<b>40</b>	<b>23</b>	<b>14</b>	<b>107</b>	

Years of Service by Employment Category

	Years of Service					Total Count
	< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count	
<b>University of Maine at Machias</b>						
Administrators			2		2	
Faculty	7	9	6		28	
Salaries	16	3	2		21	
Hourly	7	6	4		20	
<b>Total</b>	<b>30</b>	<b>18</b>	<b>12</b>	<b>11</b>	<b>71</b>	
<b>University of Maine at Presque Isle</b>						
Administrators			2		2	
Faculty	11	12	14		41	
Salaries	25	20	5		53	
Hourly	11	11	10		40	
<b>Total</b>	<b>47</b>	<b>43</b>	<b>31</b>	<b>16</b>	<b>137</b>	
<b>University of Southern Maine</b>						
Administrators			1		1	
Faculty	6	8	69		83	
Salaries	74	81	83		282	
Hourly	157	157	49		433	
<b>Total</b>	<b>100</b>	<b>78</b>	<b>202</b>	<b>133</b>	<b>996</b>	
<b>University Governance</b>						
Administrators						
Faculty	6	4			12	
Salaries					0	
Hourly					1	
<b>Total</b>	<b>6</b>	<b>4</b>	<b>0</b>	<b>3</b>	<b>13</b>	
<b>University Services</b>						
Administrators						
Faculty	6	3	3		15	
Salaries	92	72	65		268	
Hourly	44	28	8		88	
<b>Total</b>	<b>142</b>	<b>104</b>	<b>76</b>	<b>50</b>	<b>372</b>	



Average Years of Service by Employment Category

	University of Maine System	University of Maine	University of Maine at Augusta	University of Maine at Farmington	University of Maine at Fort Kent	University of Maine at Machias	University of Maine at Presque Isle	University of Southern Maine	University Governance	University Services
Administrators	13.4	16.6	12.1	16.3	0.0	18.0	23.7	9.4	9.0	13.9
Faculty	14.2	14.5	16.4	12.7	12.8	13.5	11.6	14.0	0.0	6.0
Salaried	10.2	10.2	11.0	9.5	8.2	4.9	8.5	9.9	28.0	11.8
Hourly	12.2	12.9	8.5	14.3	16.3	11.8	13.8	11.1	0.0	8.1
Average Yrs Srvc	12.0	12.5	11.8	12.4	12.3	10.6	11.3	11.4	10.5	12.0

Count of Employment Category with Management Group

	University of Maine System	University of Maine	University of Maine at Augusta	University of Maine at Farmington	University of Maine at Fort Kent	University of Maine at Machias	University of Maine at Presque Isle	University of Southern Maine	University Governance	University Services
Administrators	29	12	2	3				8	-	4
Management Grp	69	17	7	5	2	2	3	9	13	11
Faculty	1,222	625	90	123	32	28	41	282	-	1
Salaried	1,714	706	108	90	35	21	53	433	-	268
Hourly	1,425	785	95	95	38	20	40	264	-	88
Total	4,459	2,145	302	316	107	71	137	996	13	372

Full Time Equivalent by Funding Source

	University of Maine System				University of Maine				University of Maine at Augusta				University of Maine at Farmington				University of Maine at Fort Kent			
	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total
Administrators	90.5	6.1	0.0	96.5	26.2	2.8	0.0	29.0	8.0	1.0	0.0	9.0	8.0	0.0	0.0	8.0	2.0	0.0	0.0	2.0
Faculty	1,072.1	121.5	0.0	1,193.6	496.7	111.9	0.0	608.7	89.5	0.0	0.0	89.5	117.5	2.2	0.0	119.7	31.0	0.3	0.0	31.3
Salaried	1,026.2	72.0	278.6	1,376.9	499.2	46.7	214.0	759.8	82.9	3.8	2.4	89.1	63.9	1.3	25.7	90.8	32.1	1.0	5.0	38.1
Hourly	1,170.4	413.8	78.9	1,663.1	438.2	194.7	56.9	689.8	75.3	23.0	2.0	100.3	71.9	9.7	5.5	87.2	30.0	3.8	1.0	34.8
Total	3,359.2	613.4	357.5	4,330.1	1,460.4	356.1	270.9	2,087.2	255.7	27.8	4.4	287.9	261.3	13.2	31.2	305.6	95.1	5.1	6.0	106.2

	University of Maine at Machias				University of Maine at Presque Isle				University of Southern Maine				University Governance				University Services			
	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total
Administrators	2.0	0.0	0.0	2.0	3.0	0.0	0.0	3.0	15.8	1.3	0.0	17.0	12.0	0.0	0.0	12.0	13.5	1.0	0.0	14.5
Faculty	28.0	0.0	0.0	28.0	40.9	0.0	0.0	40.9	267.5	7.1	0.0	274.5	0.0	0.0	0.0	0.0	1.0	0.0	0.0	1.0
Salaried	14.5	0.0	4.1	18.6	34.8	2.0	2.7	39.5	214.3	15.0	24.8	254.1	1.0	0.0	0.0	1.0	83.5	2.3	0.0	85.8
Hourly	17.1	0.5	1.0	18.6	34.2	12.0	2.5	48.7	248.6	159.2	10.0	417.7	0.0	0.0	0.0	0.0	255.2	10.9	0.0	266.2
Total	61.6	0.5	5.1	67.2	112.9	14.0	5.2	132.1	746.1	182.5	34.8	963.4	13.0	0.0	0.0	13.0	353.2	14.2	0.0	367.4

Part-Time Faculty by University

	University of Maine System				University of Maine				University of Maine at Augusta				University of Maine at Farmington				University of Maine at Fort Kent			
	Count	Credit Hrs	Courses Taught	Count	Credit Hrs	Courses Taught	Count	Credit Hrs	Courses Taught	Count	Credit Hrs	Courses Taught	Count	Credit Hrs	Courses Taught	Count	Credit Hrs	Courses Taught		
Spring 2015*	812	4,171.5	1,505	194	1,054.0	378	161	760.0	276	44	335.0	89	41	229.0	89	41	229.0	89		
Fall 2015*	826	4,218.0	1,512	201	1,080.0	372	166	796.0	281	42	276.0	80	36	195.0	79	36	195.0	79		
Spring 2016	813	4,058	1,453	190	1,056.0	378	156	762.0	270	50	309.0	88	27	159.0	59	27	159.0	59		
Fall 2016	857	4,321	1,548	210	1,101.0	393	159	763.0	270	41	287.0	75	43	237.0	93	43	237.0	93		

	University of Maine at Machias				University of Maine at Presque Isle				University of Southern Maine			
	Count	Credit Hrs	Courses Taught	Count	Credit Hrs	Courses Taught	Count	Credit Hrs	Courses Taught	Count	Credit Hrs	Courses Taught
Spring 2015*	35	125.5	52	50	275.0	89	287	1,393.0	532	287	1,393.0	532
Fall 2015*	36	127.5	52	48	281.0	96	297	1,462.5	552	297	1,462.5	552
Spring 2016	36	153.5	61	47	260.0	88	307	1,358.5	509	307	1,358.5	509
Fall 2016	38	139.0	57	47	259.0	91	319	1,535.0	569	319	1,535.0	569

\* Numbers adjusted to reflect credit hours as reported from Campus Solutions to conform to a uniform standard reporting methodology due to new PATFA categorization methods in HR



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### AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Administrative Review Status Update
2. **INITIATED BY:** James R. Erwin, Chair
3. **BOARD INFORMATION:** X                      **BOARD ACTION:**
4. **BACKGROUND:**

Human Resources has been working on the final stages of the Administrative Review that was presented and approved at the November 16, 2014 Board of Trustee meeting. On July 1, 2015 HR's reporting structure changed to a solid reporting line to the Chief Human Resources Officer and a dotted line to University Presidents. This has allowed the ability to efficiently utilize resources across the system. The following outlines work that has been completed, work to be completed, cost savings, and a brief overview of the strategic work now being done in Human Resources.

At the start of the Administrative Review in 2014, the compensation costs were approximately \$6 million per year. The FY2018 compensation budget is \$5,353,674 per year which realized an approximate savings of \$646,326 per year.

- **HR PARTNER CAMPUS TEAMS**  
The Human Resource Partner teams are active members of the President's cabinet on every campus. The teams participate in the day to day support of our employees and managers. They also work closely with the campuses to develop programs, tools, and initiatives that promote achievement of campus goals. Some of this work includes but is not limited to:

- Organizational Structure
- Recognition
- Training and Development
- Workforce Planning
- Union/Management Relationships
- Consultation on program offerings
- Succession Planning

- **HUMAN RESOURCE CENTERS OF EXCELLENCE**

- **Human Resource Operations:**

- **Centralized Benefit Administration**

- Benefit Enrollment
- Leave of Absence Administration
- Retirements
- Benefit Billing
- Vendor Management
- Benefit Administration

- **Centralized Payroll**

- Standardization of workflow and forms
- Centralized team (located on campuses)
- Compliance focused
- Utilization of technology
- Performance and Service standards

- **Employee and Labor Relations**

- Training
- Contract planning
- EHPTF participation
- Data collection and analysis
- Partnership with campus HR departments

- **HRIS & Project Management**

- Standardized reports
- Data Query and Analysis
- Consistency
- Maximize HR Systems

- **Learning and Organizational Development**

- Revised SDI (supervisor training)
- Training Management System (in process)
- Customer Experience Initiative
- Trainings
- Onboarding and Orientation (in process)
- Great Colleges Survey

- **Compensation**

- Compensation Software deployment
- Standardized processes
- Job Descriptions
- Updated Salaried Compensation Model (in process)

**Equal Opportunity**

Affirmative Action Plans  
Training  
Increased partnerships with Student Affairs  
Consistency in processes

**Communications**

Wellness Newsletter  
Campus recognition programs  
Communications support for University Services functions  
Support HR change initiatives

**Talent Acquisition**

Support of the Applicant Tracking System  
Standardize processes (in process)  
Interface of ATS with PeopleSoft (in process)

**CONCERNS**

Moving from tactical to strategic  
Increased use of HR for strategic work (staffing)  
Greater compliance focus  
Lack of technology  
Lack of data

06/12/2017



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**AGENDA ITEM SUMMARY**

1. **NAME OF ITEM:** Collective Bargaining Update
2. **INITIATED BY:** James R. Erwin, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **BACKGROUND:**

The University of Maine System's Labor Relations Unit is currently bargaining with all Labor Unions. The Human Resources & Labor Relations Committee will go into executive session to provide collective bargaining updates including an update on the terms of any tentative agreements reached.