



Board of Trustees
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August 15, 2019

TO: Members of the Human Resources & Labor Relations Committee

FR: Ellen N. Doughty, Clerk of the Board *Ellen N. Doughty*

RE: **August 26, 2019 - 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 **1:00 pm to 3:00 pm on August 26, 2019**. The meeting will be located in the University of Maine Executive Office, Rudman Conference Room, 253 Estabrooke Hall, 15 Estabrooke Drive in Orono. The following Polycom locations will also be available:

UMA – Executive Conference Room, Alumni Center
UMF – Executive Conference Room 103, Merrill
UMFK – Alumni Conference Room, Nadeau Hall
UMPI – Executive Conference Room, Preble Hall
USM – Room 423/424, Glickman Library

Refreshments will be provided at the UMA and UMS locations. The meeting materials will be posted to the Diligent Board Portal as well as the Board of Trustees website (<http://www.maine.edu/about-the-system/board-of-trustees/meeting-agendas/human-resources-labor-relations/>).

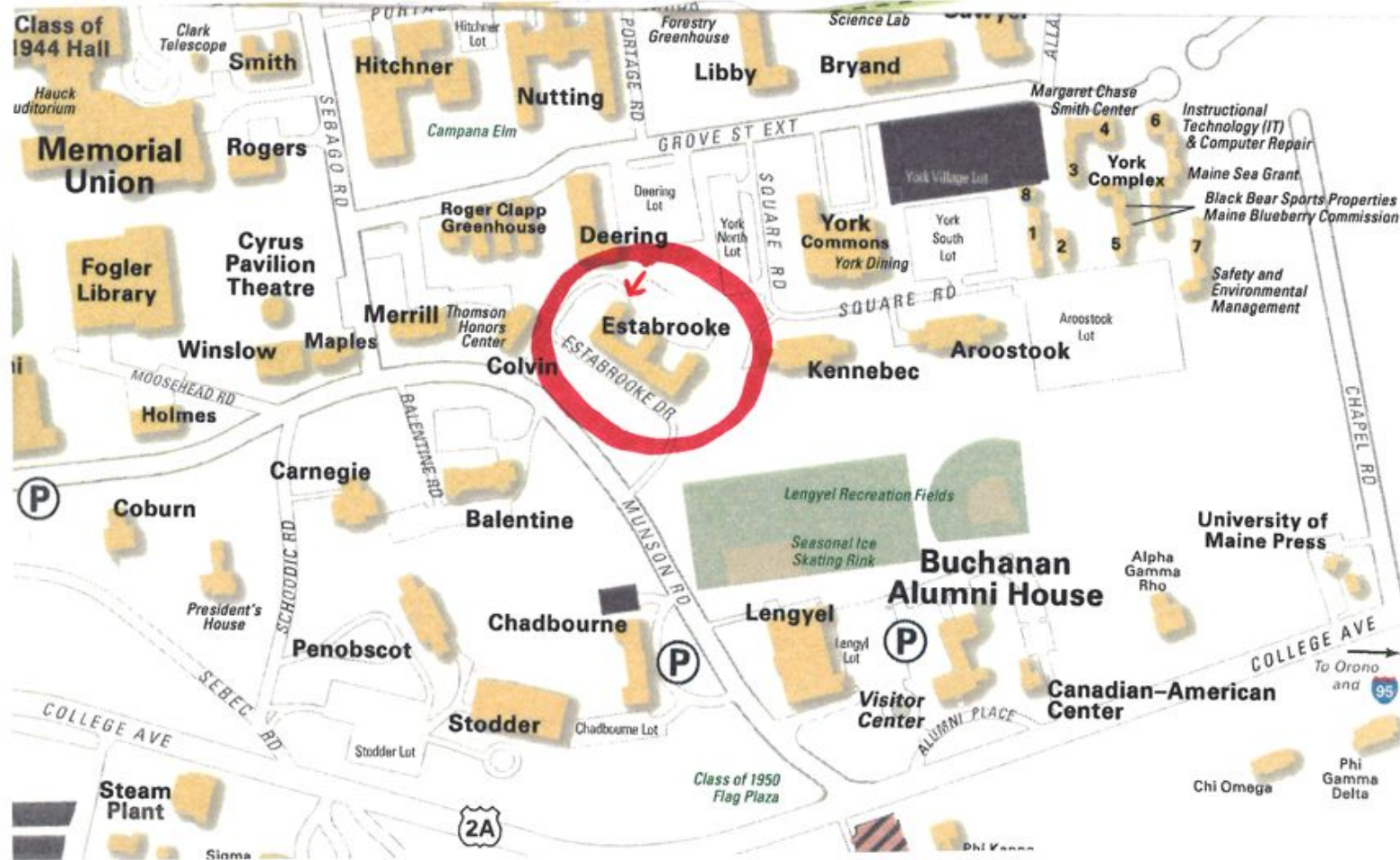
If you have questions about the meeting arrangements or accessing the meeting materials, please call me at 581-5840. If you have any questions or desire additional information about the agenda items, please call Chris Lindstrom at 581-1640.

cc: Dannel Malloy, Chancellor
Trustees (who are not members of the HR/LR Committee)
Presidents
Ryan Low

University of Maine System

15 Estabrooke Drive, Orono

Rudman Conference Room
253 Estabrooke Hall, 2nd 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 2nd floor of Estabrooke Hall. Enter Estabrooke Hall from the back of the building, the entrance closes to Deering Hall.

Revised - 8/23/19

Board of Trustees

Human Resources & Labor Relations Committee

August 26, 2019

1:00 – 3:00 PM

Executive Conference Room, Alumni Center, Augusta
Rudman Conference Room, 253 Estabrooke Hall, Orono
Glickman 424, University of Southern Maine

AGENDA

- TAB 1 Human Resources / Labor Relations Committee Fiscal Year 2020 Work Plan
- TAB 2 Human Resources / Labor Relations Committee Duties and Responsibilities
- TAB 3 Employee Health Plan Task Force (EHPTF) Scorecard

Executive Session

Following the Executive Session, the public meeting will be reconvened to vote on the following items:

- TAB 4** Approval of Collective Bargaining Agreement, AFUM
- TAB 5** Approval of Collective Bargaining Agreement – The Maine Part-Time Faculty Association (PATFA), American Federation of Teachers Local #4593, AFT-Maine, AFL-CIO
- TAB 6** Approval of Collective Bargaining Agreement – Teamsters Union Local #340, Service and Maintenance Unit
- TAB 7** FY20 & FY21 Compensation and Benefit Changes for Non-Represented Employees

Action items within the Committee purview are noted in green.

Items for Committee decisions and recommendations 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.



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Human Resources / Labor Relations Committee FY2020 Work Plan
2. **INITIATED BY:** Elizabeth M. Timm, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
All Primary and Secondary Outcomes
5. **BACKGROUND:**
The Human Resources / Labor Relations Committee will review the draft FY2020 Committee Work Plan in preparation for submission at the September 15-16, 2019 Board of Trustees Meeting. (See attachment.)

08/15/2019

University of Maine System
Board of Trustees

Human Resources/Labor Relations Committee

Fiscal Year ~~2019~~ 2020 Work Plan

Standing Agenda:

1. Collective Bargaining Update (may occur in HR/LR Committee or in Executive Session of the Board of Trustees) – Chief Human Resources Officer
2. Human Resources and Labor Relations items requiring Committee and/or Board approval

Ad Hoc Agenda: **Note: Items in red require a vote of the Committee**

- **Approval of Collective Bargaining Agreements (as tentative agreements are reached)**
- Collective bargaining goals and relationship for FY ~~19~~ 20 (review as needed)
- Review Employee Health Plan Task Force Scorecard (September)
- Evaluation of Board Chair (March)
- Comprehensive Presidential Review results (as needed)
- Review progress of Human Resources Strategic Plan (January, July)
- **Policy and compensation changes for non-represented employees (as needed)**
- Update on significant HR initiatives (as needed)
- Briefing on compliance and regulatory issues (as needed)
- Chancellor's Review Committee, chaired by Human Resources/Labor Relations Committee Chair, as needed

Informational Reports:

- ~~Named Chairs and Professorships Annual Report~~ (Move to Academic & Student Affairs Committee) (July)
- Report of Management Group appointments (July, November, March)
- Workforce Profile and Turnover reports (May)

Meeting Schedule:

Meetings are scheduled prior to Board of Trustees meeting as needed depending on agenda items.

08/15/2019



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Human Resources/ Labor Relations Committee Duties and Responsibilities
2. **INITIATED BY:** Elizabeth M. Timm, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
All Primary and Secondary Outcomes
5. **BACKGROUND:**
The Human Resources / Labor Relations Committee will review the updated Committee Duties and Responsibilities in preparation for submission at the September 15-16, 2019 Board of Trustees Meeting. (See attachment.)

08/15/2019

University of Maine System
Board of Trustees

Human Resources/Labor Relations Committee
Duties and Responsibilities

Committee established: 1975

Last revised: 11/21/2008; 8/23/2010; 5/23/2011; 9/23/2013; 8/29/2014; 8/30/2016

Approved by the Board of Trustees: 5/23/2011; 9/23/2013, 9/21/2014, 9/19/2016, 09/16/2019

The Human Resources and Labor Relations Committee shall be responsible for monitoring, evaluating, and making decisions with respect to policies and strategic matters related to the University of Maine System's (System) human resources, personnel issues, and collective bargaining agreements.

Committee Authority

Bylaws – Section 3

Board of Trustee Policy Manual

Section 200 – Governance & Legal Affairs (evaluation & appointment of Chancellor and Presidents)

Section 400 – Human Resources

The primary duties and responsibilities of the Committee shall be to:

1. Have oversight of and recommend for approval the framework governing the System's human resource policies.
2. Review and recommend for approval the System policies for non-represented employees and policies for human resources areas not subject to collective bargaining.
3. Periodically assess the framework governing employee benefit plans.
4. Review and recommend for approval the strategies and goals for the negotiation of collective bargaining agreements.
5. Recommend for approval the appointment of the Presidents.
6. Review and recommend for approval collective bargaining agreements.
7. Review and recommend for approval general wage and salary adjustment for non-represented employee groups.
8. Review and advise the Chancellor or Board Chair regarding sensitive, complex personnel issues.
9. The Chair of the committee serves as a member of the Chancellor Review Group in accordance with Board policy 203.1.
10. The Chair of the committee conducts the annual evaluation of the Board Chair.

Membership of the Committee

The Human Resources and Labor Relations Committee shall be made up of at least three voting members of the Board of Trustees. The Chair and Vice-Chair of the Board and the Chancellor shall be ex-officio members, but the Chancellor shall have no vote. The Human Resources and Labor Relations Committee can only include persons who are members of the Board.

Meetings

The meeting of the Committee ordinarily shall be called by the Committee Chair, but may be called by the Chair of the Board or a majority of the Committee.

Staff to the Committee

The Human Resources and Labor Relations Committee shall be staffed by the Chief Human Resources Officer. ~~and Director of Labor and Employee Relations.~~

08/15/2019



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Employee Health Plan Task Force (EHPTF) Scorecard
2. **INITIATED BY:** Elizabeth M. Timm, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**

Primary Outcomes:
Enhance fiscal positioning

Board Policy 411

Secondary Outcomes:
University workforce engagement
5. **BACKGROUND:**

The Chief Human Resources Officer will present the Employee Health Plan Task Force (EHPTF) Scorecard – Executive Summary and the EHPTF Scorecard. (See attachments.)

Employee Health Plan Task Force (EHPTF) Scorecard

Executive Summary

The EHPTF scorecard provides important highlights of how the University of Maine System's health and welfare programs are performing. Data is tracked on a calendar year basis for the last three year period, to identify any trends over time. The scorecard combines claims and demographic data, as well as health and plan management statistics, to provide a holistic view of the program. Below is an overview of each section, what the results are and why this is important to the University of Maine System.

Section I: Claims Cost Summary

- This section provides enrollment information, as well as how claims are performing compared to national trends (provided on a per member, per month basis to normalize the data).
- Enrollment and contract size are important as they determine how many individuals are enrolled on the plan and could potentially utilize services. Enrollment and contract size have decreased over time on the plan.
- While claims have been trending up over the last several years, the graph shows that plan is consistently performing below trend. This is indicative of the proactive plan management that the University of Maine System has put in place.

Section II: Network Management

- This section contains information such as where and what type of providers members are utilizing.
- High in-network utilization helps to keep claims cost down for both the plan and the member, as care is provided at a discounted contract rate and prevents balance billing.
- Use of Cigna's cost and quality network providers (including Centers of Excellence and Collaborative Accountable Care groups) has increased considerably over the past several years. This helps to ensure high quality outcomes while also impacting cost.

Section III: Plan Management – Consumerism Statistics

- This section provides information as to how members are utilizing the plan and if they are being good consumers of healthcare.
- Use of the emergency room continues to decrease and is now well below norms when compared to Cigna's book of business. Urgent care use has also steadily declined and it is a positive indication that the urgent care volume has not shifted to the emergency room. The increase in the use of telemedicine indicates that members are seeking other points of care that are more convenient and less costly to themselves and the plan.

- As the cost of prescriptions continue to rise, members are seeking ways to control their out-of-pocket cost. Generic and mail order usage can provide cost savings to the member as well as the plan, as well as offer a convenient way to receive prescriptions.

Section IV: Wellness

- This section outlines participation in the RiseUp wellness program.
- Completion of level one and two have increased over the past several years, providing a premium savings as well as cash incentive to employees and their spouses/partners to help drive engagement.
- Engaging in a wellness program can help to foster good health and lifestyle habits that benefit employees at work and at home, as well as help to curb the rising cost of health care.

Section V: Communications

- This section includes statistics on the Healthy and Maine newsletter; who is receiving it, who is opening it and who is clicking through for more information.
- While the open rates have remained relatively consistent, the click rates have seen a steady increase. This indicates that the information provided is useful to the employee and will help to communicate meaningful health and benefits information throughout the year.

Section VI: Health Improvement – Preventive Care & Compliance Statistics

- This section outlines utilization of preventive care (including annual physicals and recommended screenings) as well as adherence to medication and necessary care for certain conditions.
- Preventive care is critical for the early detection of possible health issues. In most cases, early detection can help to manage the outcome, as well as the associated cost.
- University of Maine System's preventive care statistics are generally above Cigna norms, however there are some areas of focus in future years to continue to increase compliance.

Section VII: Overall Population Health

- This section provides an overall risk score to the UMS population in comparison to Cigna norms, as well as includes information on gaps in care and the impact that has on cost.
- Over the past few years, we have seen the percentage of members in the medium risk category decline while the percentage in the low and high risk categories has increased.
- As the table shows, those in a higher risk category drive more cost to the plan, as do those that have more gaps in care.
- Communications of the programs available, directing care to the most appropriate setting and ensuring compliance with medication and treatment are integral to managing the cost and moving members down to lower risk categories.

08/26/2019

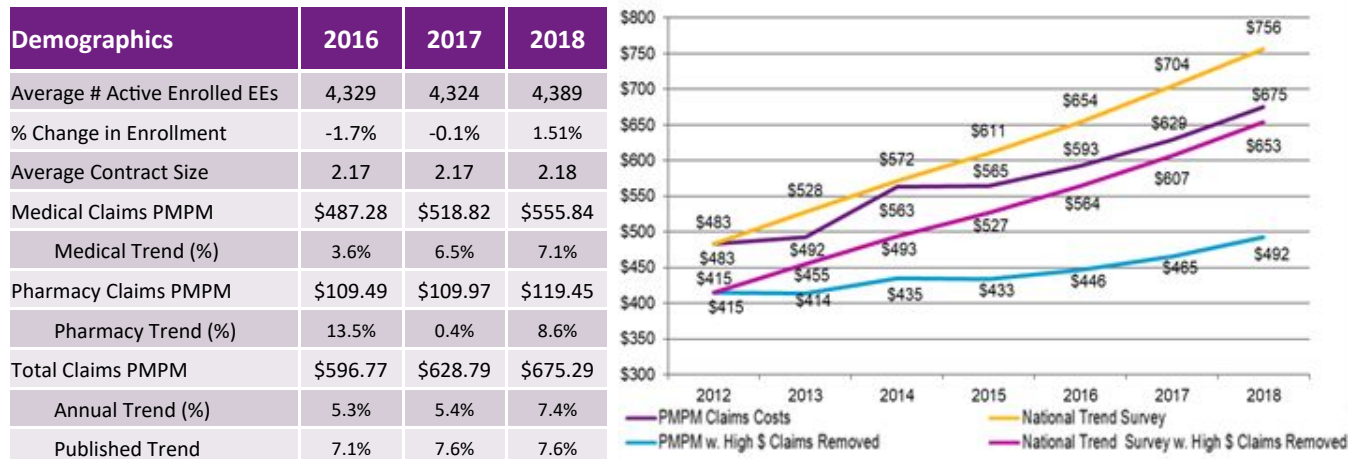
Data as of 12/31/2018

3.2



EHPTF SCORECARD

Section I: Claims Cost Summary



Section II: Network Management

	2016	2017	2018	Cigna Norm
In Network %	97.0%	97.1%	97.4%	93.7%
UMS Encourages In Network Care				
Primary vs Specialty Ratio	61.1%	61.3%	60.7%	56.5%
UMS encourages primary care				
Cigna Care Designation %	46.7%	60.6%	58.8%	47.7%
Providers who meet quality and cost efficiency criteria				
Centers of Excellence	31.0%	50.0%	57.2%	N/A
Hospitals identified as providing exceptional Patient Outcomes and Cost Efficiency for specific procedures or medical conditions				
Collaborative (CAC) Aligned	69.1%	71.2%	84.0%	N/A
Providers that are rewarded for improved health outcomes, affordability and experience				

Section III: Plan Management—Consumerism Statistics

	2016	2017	2018	Cigna Norm
ER Visits per 1,000 members	197.5	187.3	171.7	193.9
Urgent Care per 1,000 members	148.0	131.2	92.0	327.1
Telemedicine Visits	38	75	91	N/A
Generic %	85.9%	88.9%	89.7%	88.6%
Mail Order and Retail 90 %	68.8%	69.2%	69.1%	N/A
Use of EAP	4.7%	5.2%	3.9%	3.8%

Section IV: Wellness

	2016 (#)	2016 (%)	2017 (#)	2017 (%)	2018 (#)	2018 (%)
Level 1 Completions	5,103	80%	5,607	88%	5,550	85%
Level 2 Completions	2,985	47%	3,108	49%	3,290	51%

Note: Information above includes claims experience for Actives and Under 65 Retirees only.

WillisTowersWatson



EHPTF SCORECARD

Section V: Communications

Healthy & Maine	Sent	Open	Click
January 2018	4,891	2,701 (58%)	400 (16%)
March 2018	4,106	2,341 (59%)	325 (14%)
May/June 2018	4,104	2,369 (60%)	371 (16%)
July 2018	4,088	2,506 (65%)	354 (14%)
OE Special Ed. 2018	4,813	3,360 (71%)	535 (16%)
2018 Average	4,388	2,655 (62%)	397 (15%)

Section VI: Health Improvement—Preventive Care & Compliance Statistics

	2016	2017	2018	Cigna Norm
UMS encourages Preventive Care & Compliance				
Preventive Visits (Adult)	54.5%	56.8%	56.1%	44.6%
Screening Compliance				
Mammograms	78.0%	76.0%	77.0%	73.0%
Cervical Cancer	61.0%	61.0%	60.0%	60.0%
Colon Cancer	38.0%	45.0%	45.0%	47.0%
Gaps in Care	72.6%	71.7%	75.7%	76.0%
Medication Adherence	89.0%	89.0%	91.3%	87.0%

Section VII: Overall Population Health

Relative Risk Score	2016 % Members	2017 % Members	2018 % Members	% Members Norm	2018 Paid PMPY	2018 Average Age
Low (<1.00)	57.9%	57.4%	61.5%	71.9%	\$1,245	32.15
Low Care Gap Index (0 – 2)	49.9%	49.4%	52.7%		\$1,201	
Medium Care Gap Index (3 – 4)	6.9%	6.3%	7.7%		\$1,544	
High Care Gap Index (+5)	1.6%	1.7%	1.1%		\$1,260	

Relative Risk Score	2016 % Members	2017 % Members	2018 % Members	% Members Norm	2018 Paid PMPY	2018 Average Age
Medium (≥ 1.00 and < 2.50)	31.2%	31.3%	23.6%	19.5%	\$6,168	51.37
Low Care Gap Index (0 – 2)	18.6%	19.1%	17.3%		\$6,350	
Medium Care Gap Index (3 – 4)	8.5%	8.1%	6.3%		\$5,763	
High Care Gap Index (+5)	4.1%	4.0%	2.7%		\$5,949	

Relative Risk Score	2016 % Members	2017 % Members	2018 % Members	% Members Norm	2018 Paid PMPY	2018 Average Age
High (≥ 2.50)	10.9%	11.3%	12.2%	8.6%	\$38,045	54.17
Low Care Gap Index (0 – 2)	4.0%	4.1%	7.1%		\$38,187	
Medium Care Gap Index (3 – 4)	3.4%	3.6%	3.1%		\$39,721	
High Care Gap Index (+5)	3.5%	3.7%	2.1%		\$35,088	



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Approval of Collective Bargaining Agreement, AFUM

2. **INITIATED BY:** Elizabeth M. Timm, Chair

3. **BOARD INFORMATION:** **BOARD ACTION:** X

4. **OUTCOME:** University workforce engagement **BOARD POLICY:** Section 407 Labor Relations

5. **BACKGROUND:**

The Board of Trustees delegates responsibility for negotiating collective bargaining agreements to the Chancellor. The Chancellor reports tentative agreements to the Board for approval prior to executing the agreements.

The University has reached a tentative agreement with the Associated Faculties of the Universities of Maine (AFUM, MEA/NEA) representing the full-time faculty. The Executive Committee of the Board of Trustees will be briefed on the terms of the Agreement at the meeting.

6. **TEXT OF PROPOSED RESOLUTION:**

That the Human Resources/Labor Relations Committee approve the following resolution to be forwarded to the Executive Committee of the Board of Trustees to approve at the August 30, 2019 meeting.

That the Executive Committee of the Board of Trustees authorize the Chancellor to execute the collective bargaining agreement with the Associated Faculties of the Universities of Maine (MEA/NEA) upon notice that the agreement has been ratified by the union.

08/23/2019



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Approval of Collective Bargaining Agreement – The Maine Part-Time Faculty Association (PATFA), American Federation of Teachers Local #4593, AFT-Maine, AFL-CIO

2. **INITIATED BY:** Elizabeth M. Timm, Chair

3. **BOARD INFORMATION:** **BOARD ACTION:** X

4. **OUTCOME:** University workforce engagement **BOARD POLICY:** Section 407 Labor Relations

5. **BACKGROUND:**

The Board of Trustees delegates responsibility for negotiating collective bargaining agreements to the Chancellor. The Chancellor reports tentative agreements to the Board for approval prior to executing the agreements.

The University has reached a tentative agreement with The Maine Part-Time Faculty Association, American Federation of Teachers Local #4593, AFT-Maine, AFL-CIO. The Executive Committee of the Board of Trustees will be briefed on the terms of the Agreement at the meeting.

6. **TEXT OF PROPOSED RESOLUTION:**

That the Human Resources/Labor Relations Committee approve the following resolution to be forwarded to the Executive Committee of the Board of Trustees for approval at the August 30, 2019 Meeting.

That the Executive Committee of the Board of Trustees authorize the Chancellor to execute the collective bargaining agreement with The Maine Part-Time Faculty Association, American Federation of Teachers Local #4593, AFT-Maine, AFL-CIO, upon notice that the agreement has been ratified.



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Approval of Collective Bargaining Agreement:
Teamsters Union Local #340, Service and Maintenance Unit

2. **INITIATED BY:** Elizabeth M. Timm, Chair

3. **BOARD INFORMATION:** **BOARD ACTION:** X

4. **OUTCOME:** University workforce engagement **BOARD POLICY:** Section 407 Labor Relations

5. **BACKGROUND:**

The Board of Trustees delegates responsibility for negotiating collective bargaining agreements to the Chancellor. The Chancellor reports tentative agreements to the Board for approval prior to executing the agreements.

The University has reached a tentative agreement with the Teamsters Union Local #340, Service and Maintenance Unit. The Executive Committee of the Board of Trustees will be briefed on the terms of the Agreement at the meeting.

6. **TEXT OF PROPOSED RESOLUTION:**

That the Human Resources/Labor Relations Committee approve the following resolution to be forwarded to the Executive Committee of the Board of Trustees to approve at the August 30, 2019 meeting.

That the Executive Committee of the Board of Trustees authorize the Chancellor to execute the collective bargaining agreement with the Teamsters Union Local #340, Service and Maintenance Unit upon notification that the agreement has been ratified by the union.



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** FY2020 & FY2021 Compensation and Benefit Changes for Non-Represented Employees
2. **INITIATED BY:** Elizabeth M. Timm, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
University Workforce Engagement Section 407 Labor Relations
5. **BACKGROUND:**

Non-represented employees in the following categories are in positions which are not covered by collective bargaining agreements. Compensation and employment policies for these employees are recommended by the Chancellor and approved by the Board of Trustees. The Board of Trustees approved compensation increases for Non-represented Salaried and Hourly staff at its July 2019 meeting. The following groups have not been approved for compensation increases.

- a. Management Group, positions at or above the level of dean;
- b. Non-Represented Faculty, excluding Law Faculty, full-time and part-time non-represented faculty;
- c. Presidents

The Chancellor recommends wage, salary and benefit adjustments for non-represented employees in these categories for FY2020 and FY2021 as follows:

Salaries

The following describes pay increases available to eligible employees in each category. These employees may also be eligible for individual pay increases under existing policies such as promotion, reclassification, the addition of significant increased responsibilities, retention, and correction of inequities.

To be eligible for an increase described below an employee must be actively employed and receiving pay in the pay period in which the increase is processed. To be eligible for the FY2020 increase, employees must have been employed in a regular status as of June 30, 2019. To be eligible for the FY2021 increase, employees must have been employed in a regular status as of June 30, 2020.

Non-Represented Faculty Including Law Faculty

- For full-time non-represented faculty, salary increases, health plan premiums and any other benefit changes will be equivalent to what the faculty members would receive if they were included in the full-time faculty bargaining unit.
- For non-represented part-time faculty, salary increases and any other benefit changes will be equivalent to what the faculty members would receive if they were included in the part-time faculty bargaining unit, unless otherwise indicated below.
- Effective July 1, 2019, Law School faculty will receive an across-the-board increase of 3%. Effective July 1, 2020, Law School faculty will receive an across-the-board increase of 3%.

Management Group and Presidents

- FY2020 each president and the Chancellor will have an amount equal to 3% of the salary base for that group of employees, to be distributed by the president and Chancellor on the basis of performance, to correct inequities and for retention. All increases awarded from this pool will be effective July 1, 2019.
- FY2021 each president and the Chancellor will have an amount equal to 3% of the salary base for that group of employees, to be distributed by the president and Chancellor on the basis of performance, to correct inequities and for retention. All increases awarded from this pool will be effective July 1, 2020.

Health Insurance Plan and Wellness Incentive**Non-Represented Hourly, Non-Represented Salaried, Non-Represented Faculty, Law Faculty, Non-Represented Part-time Faculty, Management Group, Presidents and Chancellor:**

Health plan provisions and premium share and wellness program incentives will be modified if necessary to manage the increase in the group health plan for calendar year 2020. Plan modifications will be reviewed by the Employee Health Plan Task Force and to the extent possible will be consistent with the pathways established by the Task Force.

6. TEXT OF PROPOSED RESOLUTION:

That the Human Resources/Labor Relations Committee approve the following resolution to be forwarded to the Executive Committee of the Board of Trustees to approve at the August 30, 2019 meeting.

That the Executive Committee of the Board of Trustees approve the recommendation of the Human Resource/Labor Relations Committee for Non-Represented Compensation and Benefits changes for FY2020 and FY2021 as presented.