

Board of Trustees

Human Resources & Labor Relations Committee

April 27, 2020 from 1:00 pm – 3:00 pm

Zoom Meeting

[BOARD COMMITTEE MEETING LIVE AUDIO STREAM](#)

AGENDA

- TAB 1 [Medical Plan – Self Insured Funding & Plan Management](#)
- TAB 2 [Annual Workforce Profile Report 2019](#)
- TAB 3 [Annual Turnover Analysis Report 2019](#)

Executive Session

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:** Medical Plan – Self Insured Funding & Plan Management

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

3. **BOARD INFORMATION:** X

BOARD ACTION:

4. **OUTCOME:**

BOARD POLICY:

Primary Outcomes:

Enhance fiscal positioning

Secondary Outcomes:

University workforce engagement

5. **BACKGROUND:**

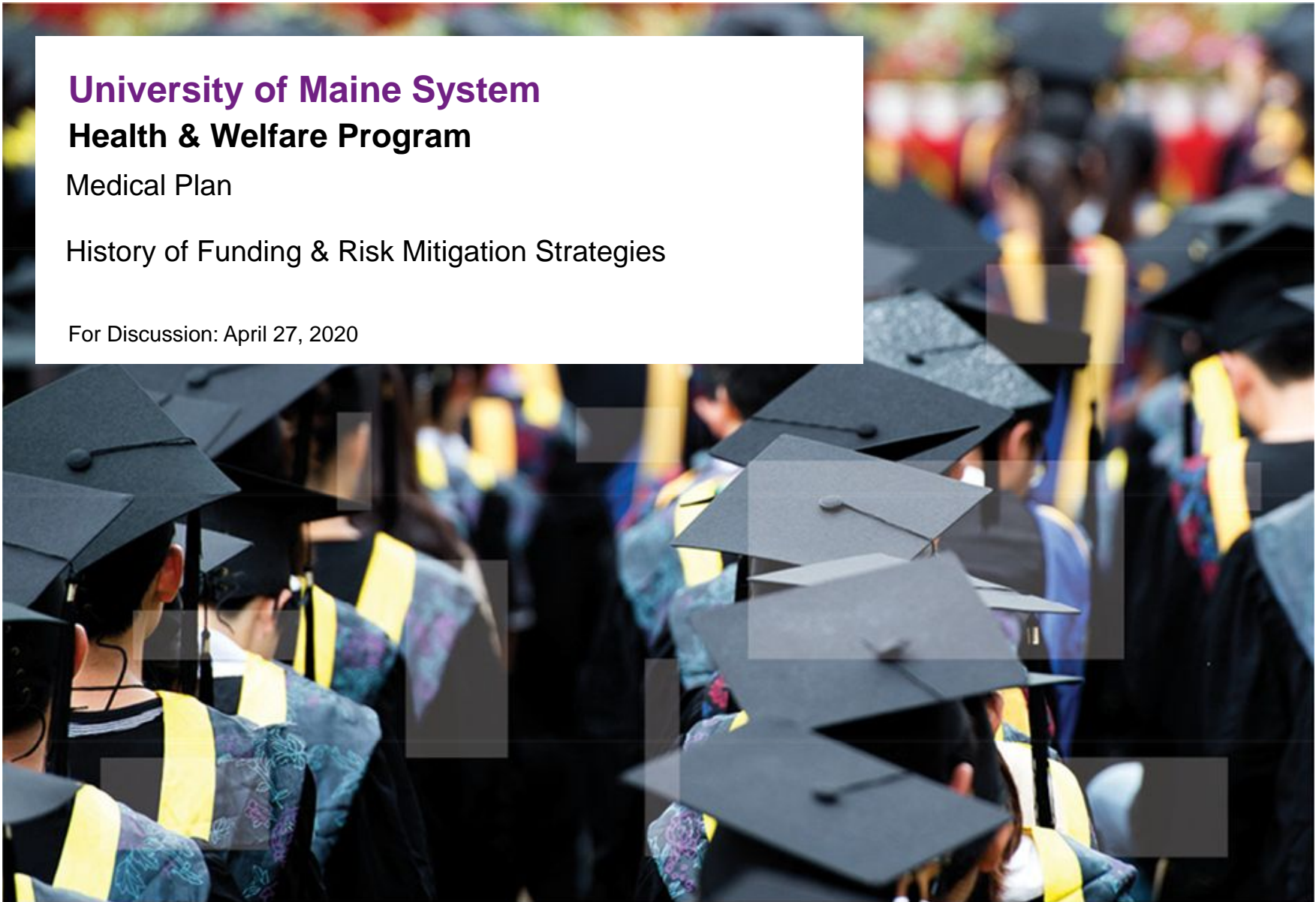
Denise Stephenson, Senior Advisor, Willis Towers Watson, will provide an analysis of the University of Maine System status as a provider of self-insured benefits.

University of Maine System Health & Welfare Program

Medical Plan

History of Funding & Risk Mitigation Strategies

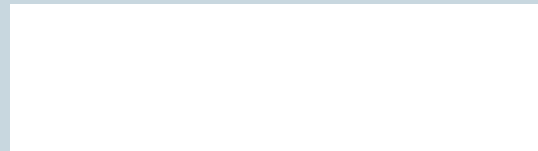
For Discussion: April 27, 2020



Background

- As part of its fiduciary responsibility, the University of Maine System Board of Trustees reviews enterprise-wide risks
- Recent request during a HR/LR Committee meeting to provide information around
 - Financial risks associated with being self-insured for our employee health insurance
 - Actions taken to help mitigate those risks
- Purpose of this document :
 - Provide history around funding and plan management
 - Highlight controls and insurance in place to mitigate risk
 - Share reporting on plan performance
 - Discuss potential impact of COVID-19

History : Funding & Plan Management

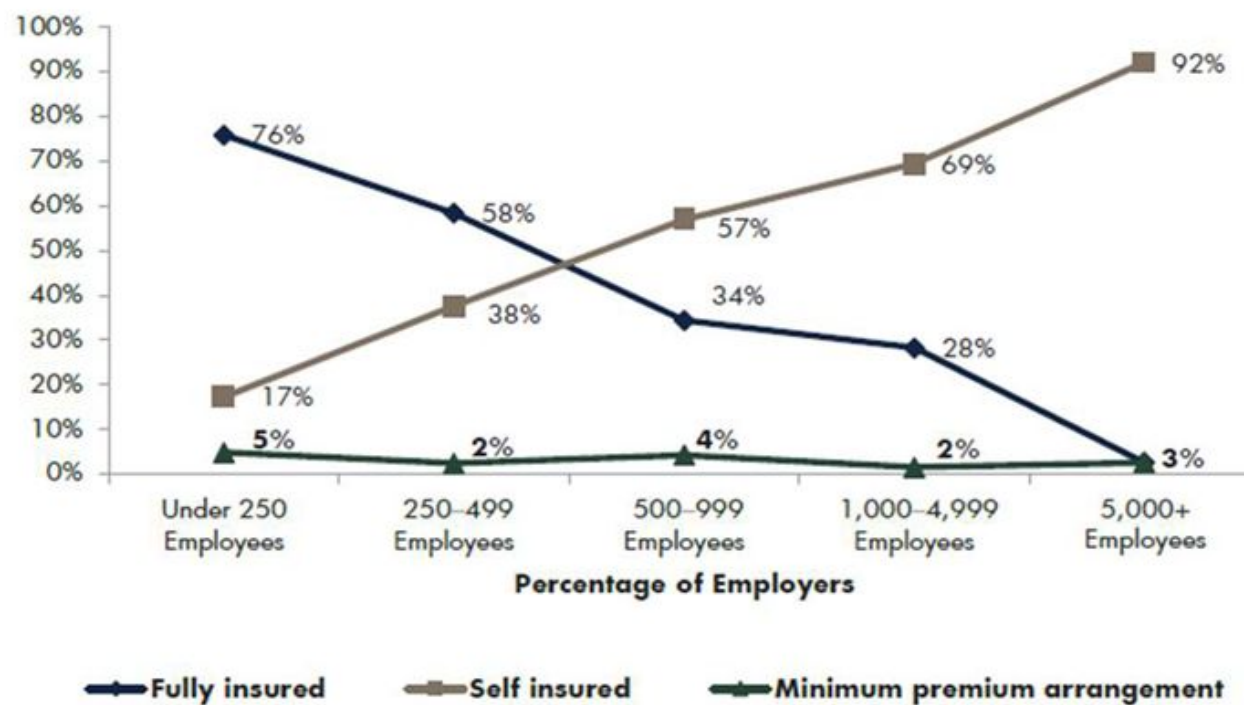


Funding Arrangement by Client Size

- Vast majority of clients of UMS size (4,400 enrolled) are self-insured
- UMS has evaluated funding methods consistently over time (see Timetable, Page 5)

FUNDING METHOD BY EMPLOYER SIZE

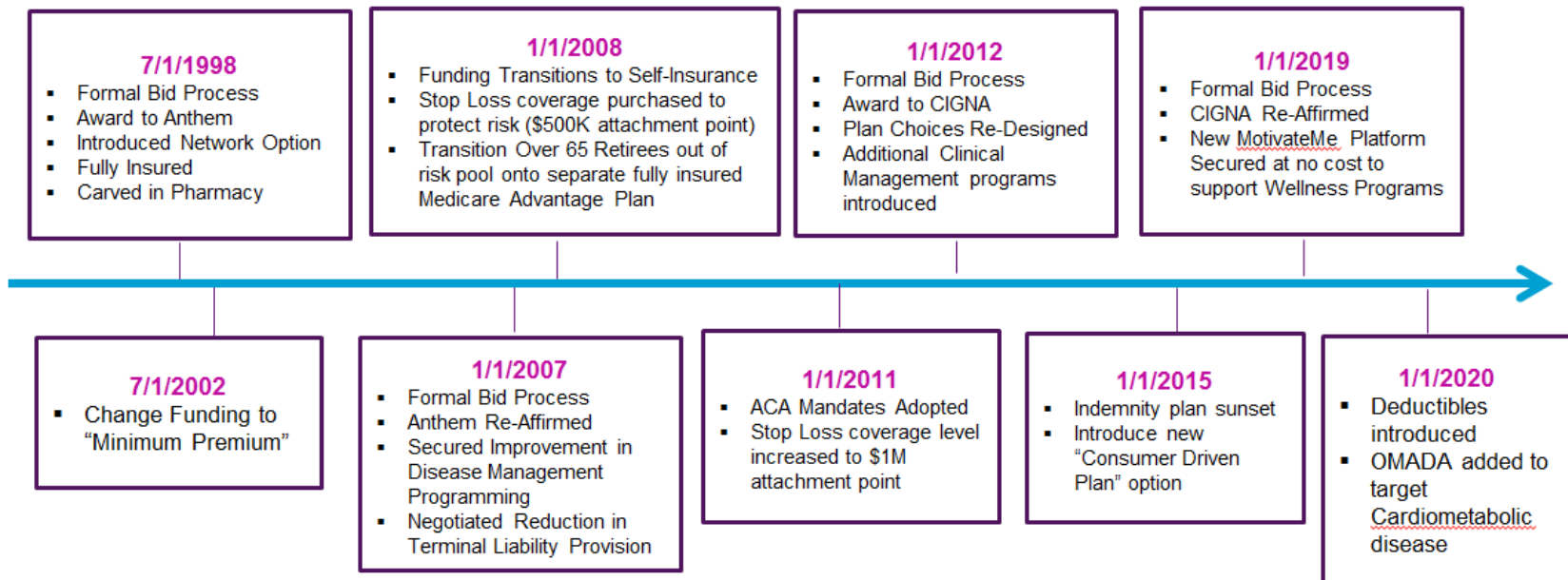
As employer size increases, so does the prevalence of self-funding.



Medical Plan : Key Milestones

Changes in Carrier, Design, Funding & Clinical Management

- Prior to 7/1/1998, Plan was self-insured and administered by NYLCare
- Employees had an Indemnity Plan (no network, no network claims discounts)
- Pharmacy & stop loss were “carved out” to outside vendors
- Changes over time have resulted in more managed program, fully integrated & administered by CIGNA
- Stop loss and Pharmacy contracting terms have been consistently negotiated and/or competitively bid annually



In addition to these carrier, financing & structural changes, the Employee Health Plan Task Force (EHPTF) has supported the introduction of targeted plan design changes to impact employee utilization patterns and cost trends. Examples include : Quality Networks, Wellness Programming and intensive levels of clinical review (radiology, durable medical equipment, etc.)

Medical Plan Funding

Self Funded Overview

What	Self Funding: A benefit arrangement where the employer holds the risk and funds claims rather than paying premium to an insurance carrier	
Who	Companies that have: <ul style="list-style-type: none"> ▪ A larger risk pool (500+ employees enrolled in coverage) ▪ Stable workforce ▪ Favorable age/sex demographic ▪ Consistent cash flow ▪ Financially sound 	
Why	<ul style="list-style-type: none"> ▪ Employers participate directly in the plan experience ▪ Improved Cash Flow: employers fund as claims are paid rather than prefunding a premium ▪ Reserves are held by the employer 	<ul style="list-style-type: none"> ▪ Employer has control over the plan design ▪ State mandate benefits are eliminated ▪ State premium tax is avoided (typically 2-3% of premium)
When	<ul style="list-style-type: none"> ▪ Have commitment to long term cost management ▪ Want control over plan design and better claims reporting ▪ Want to invest in the education and health of employees (partnership mentality) ▪ Has consistent and predictable claims experience 	

Fully Insured vs. Self-Funded Plans

- **Fully Insured** : set monthly premiums based on enrollment are paid to the insurance company and the risk falls on the insurer if claims are higher than expected; insurer gains if program runs well
- **Self-Funded** : UMS pays for the actual claims that are incurred plus administrative expenses; risk falls on the employer if claims are higher than expected, but UMS saves money if claims are lower than expected

Funding	Fully Insured	Self-Funded
Employer Pays	Fixed premium	Actual claims + Fixed costs (administration & stop loss insurance)
Claim Fluctuation Risk	Insurer	Employer
Fiduciary Liability	Insurer	Employer
Plan Design	Less flexibility in plan design	Greater flexibility in plan design
State Mandates	State mandates must be covered	Employer has the option to cover state mandates
State Premium Taxes	Included in premium	Not applicable
ACA Fees	HI Fee paid by insurer (included in premium)	No HI Tax

Medical Plan Funding

Advantages and Disadvantages to Self Funding



Advantages

- **Cost Savings**
 - Employers save by not paying insurance carrier profit margins and risk charges
 - Avoid State premium tax
- **Flexibility**
 - Employers have more control over plan design because state regulations mandating specific benefits may be avoided
- **Control Cash Flow**
 - Claims are funded as they are paid
 - Employer determines and maintains reserves
- **Access to Claims Data**
 - Plan can identify the areas of the majority of their health care spending
 - Use plan data to help find areas where spending may be managed to reduce cost

Disadvantages

- **Risk Assumption**
 - The employer assumes the risk for claims between the norm and where reimbursement begins under the stop loss contract
- **Asset Exposure**
 - The Employer is exposed due to liability created by legal action brought against the self-funded plan
- **Fiduciary Responsibility**
 - The employer is responsible
- **Variability in monthly cash flow**
- **Reserve Funding Liability**
- **Increased Employer Involvement**
 - Verify eligibility
 - Maintain Banking arrangement
 - Additional HIPAA Responsibility

UMS Specific Rationale for Self-Insurance

▪ Annual Costs

- Regardless of funding, UMS is 100% experience rated, which means that the Projected Budgets & Renewals are reflective of your groups claims experience.
- Insurance carriers will provide fully insured rates that are expected to cover the expected claims costs, and will use higher trend assumptions and explicit margins to cover their risk and add contributions to their internal reserves.
- Due to ACA HIT (Health Insurance Tax) and state premium taxes and coverage mandates, it is more expensive to fully-insure a medical plan.
 - HIT taxes can vary by carrier, but generally adds 2-3.5% to costs, state premium taxes are generally another 2%.
 - Note that HIT taxes are scheduled to sunset for 1/1/2021.

▪ Volatility

- Although fully insured premiums can smooth out claims fluctuations during the Plan Year, the annual renewal increases will be similar under both arrangements.
- One could argue that the long-term volatility is greater under an insured contract as carriers will look to recoup losses in bad years from future year renewal positions.

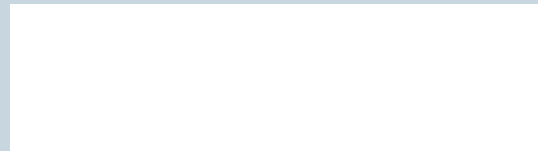
▪ Risk Mitigation : Stop Loss Insurance

- Self-insured employers mitigate the risk of claims fluctuations by purchasing stop loss insurance
- UMS current attachment point is \$1M per claim (which is on the higher side, but still appropriate for a group your size).
- If UMS wanted to reduce your claims fluctuation risks, you could reduce the attachment point, but it would dramatically increase the premiums you pay for coverage each year.

▪ Risk Mitigation : Plan Management

- UMS has consistently adopted innovative strategies to manage the underlying risk pool.
- These strategies are embraced by Employee Health Plan Task Force (EHPTF); the success and outcome are reported on the “EHPTF Scorecard”, extracts on Pages 16-19 .

Risk Mitigation : Stop Loss Insurance



Stop Loss Coverage

UMS Purchases Individual Stop Loss Coverage



Stop-loss insurance is a layer of protection in case medical claims exceed a certain threshold.

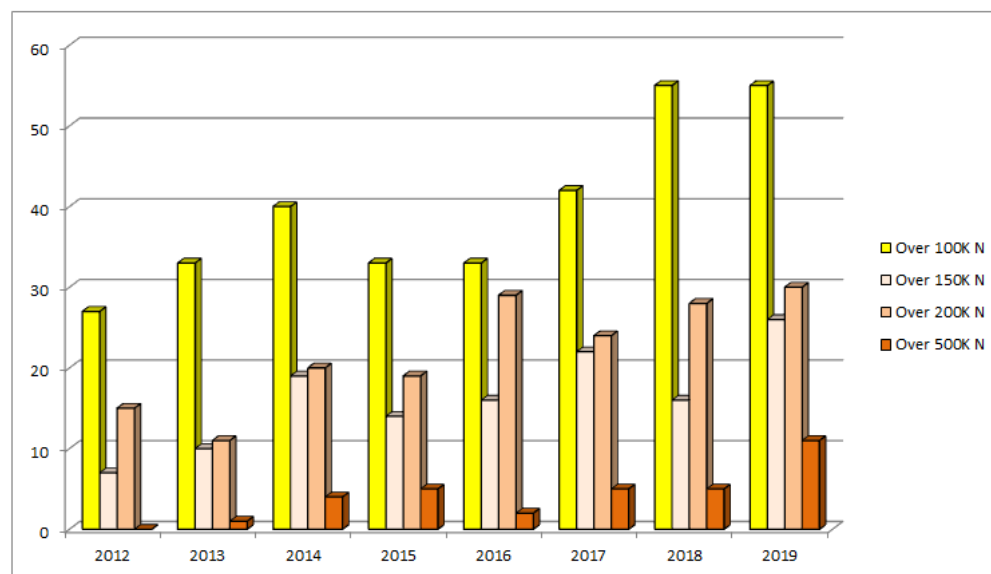
There are two types of stop-loss insurance:

- **Individual Stop-Loss** covers extreme losses for an individual covered by the plan. For instance, if an employee's illness or injury results in extraordinary medical bills, the Individual stop loss coverage would kick in after the bills exceed a certain amount defined in the policy.
- **Aggregate Stop-Loss** covers employers when total claims by the entire group exceed a certain level, such as 125 percent of the cost of projected claims.

High Dollar Claims : Incidence & Prevalence

- Of the 41 claims over \$200K
 - Six (6) are no longer on the plan
 - Twenty-one (21) are employees, fourteen (14) are spouses, six (6) are children
- Neoplasms (18) and cardio-metabolic conditions are the prevalent diagnosis

	Over 25K		Over 50K		Over 100K		Over 150K		Over 200K		Over 500K		Total \$ Plan Paid
	N	\$	N	\$	N	\$	N	\$	N	\$	N	\$	
2012	240	\$8,311,982	103	\$6,917,375	27	\$3,243,598	7	\$1,228,155	15	\$4,204,265	0	\$0	\$23,905,375
2013	254	\$8,845,815	117	\$8,005,896	33	\$4,077,978	10	\$1,760,467	11	\$3,280,213	1	\$666,797	\$26,637,166
2014	266	\$9,356,730	135	\$9,243,055	40	\$4,868,391	19	\$3,329,414	20	\$5,160,951	4	\$2,332,869	\$34,291,410
2015	268	\$9,322,205	128	\$8,770,861	33	\$3,987,072	14	\$2,468,495	19	\$5,489,347	5	\$3,328,081	\$33,366,061
2016	246	\$8,496,837	152	\$10,486,483	33	\$3,931,854	16	\$2,722,368	29	\$8,758,738	2	\$1,197,716	\$35,593,996
2017	290	\$10,045,626	144	\$9,918,302	42	\$5,126,865	22	\$3,784,051	24	\$6,396,306	5	\$3,176,451	\$38,447,601
2018	322	\$11,317,016	164	\$11,347,735	55	\$6,706,759	16	\$2,778,572	28	\$7,362,881	5	\$4,172,327	\$43,685,290
2019	318	\$10,865,307	158	\$10,920,060	55	\$6,653,269	26	\$4,394,292	30	\$8,689,788	11	\$9,203,565	\$50,726,281



Stop Loss : Premiums & Recoveries

Most Recent Five (5) Year History

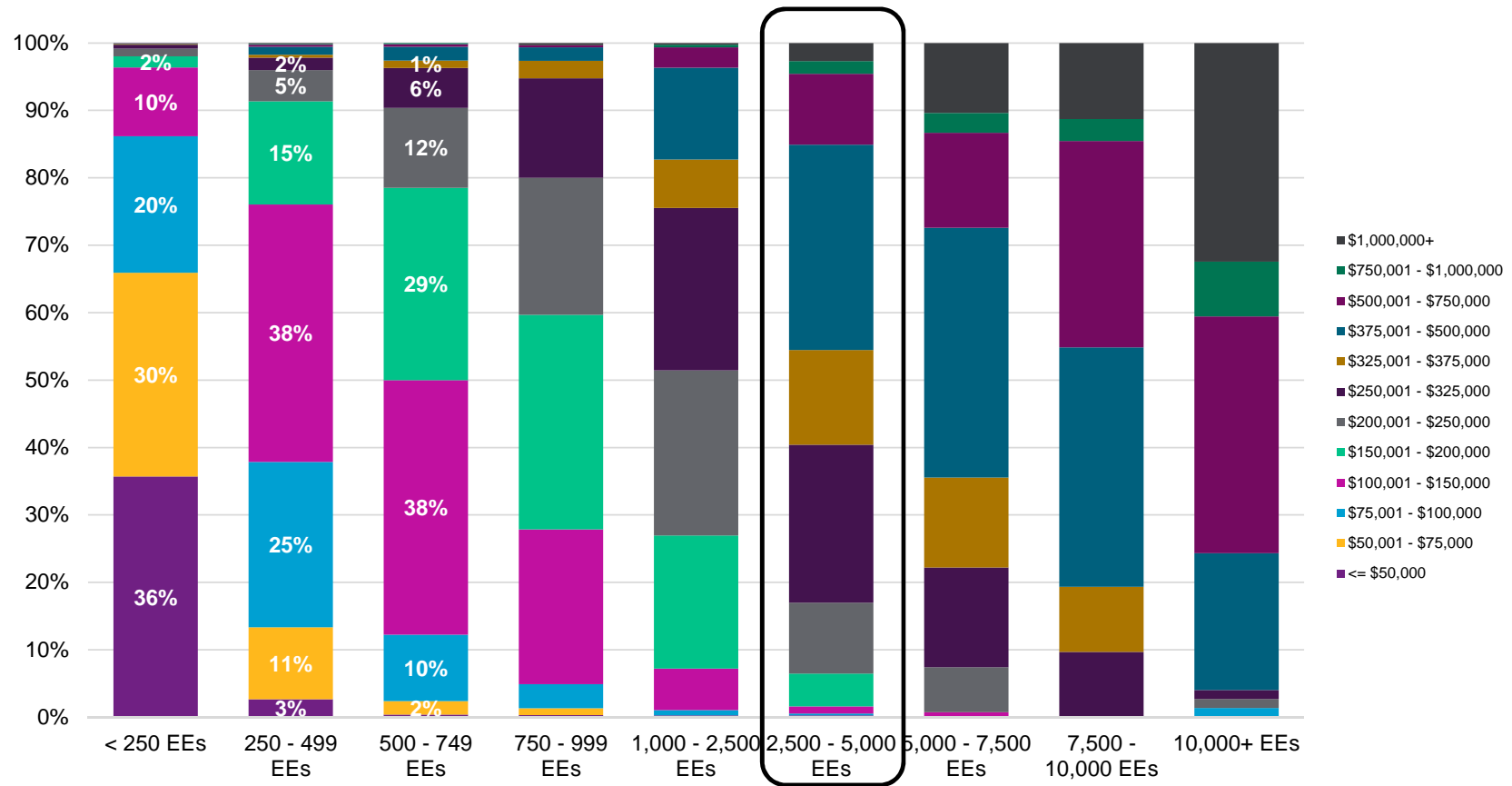
- 2020 Stop Loss for \$1M ISL attachment point costs \$10.48 PEPM (\$550K annually)
- Illustratively, the ISL rate at \$500K would be \$35.48 PEPM

	2015	2016	2017	2018*	2019*	Total Case
Premium	\$388,027	\$429,721	\$426,658	\$175,986	\$362,687	\$3,380,589
Paid Claims	\$0	\$0	\$0	\$469,723	\$832,278	\$1,302,001
Loss Ratio	0.0%	0.0%	0.0%	266.9%	229.5%	38.5%

* Due to a billing issue, Cigna did not collect the full premium for the protection

Stop Loss : Deductible Prevalence by Employer Size

UMS has 4,400 employees on the self-insured Medical Plan

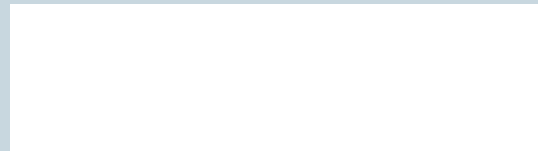


Embarc : Protection Against New Emerging Therapies

CIGNA is introducing “Cutting Edge” Protection for Self Insured Clients with Stop Loss

- Gene Therapy is providing life-changing / life-saving therapy; cases are not prevalent, but extremely expensive
- Difficult for self-insured employers to handle risk in claims (or in stand-alone stop loss coverage)
- CIGNA is introducing “capitation” to help protect against these rare, but expensive therapies. Phase 1 covers Luxturna (cures pediatric blindness) and Zolgensma (cures spinal muscular atrophy). Embarc will consider future additional curative therapies as they come to market.
- After the approved prior-authorization submitted by the physician, CIGNA will cover 100% of the pharmaceutical costs for both the member and the client (associated facility and professional charges will apply per usual).
- CIGNA will apply a \$0.99 PMPM charge, applied as capitation and billed through the bank account, beginning in July 2020. There will be an ASO fee credit applied for this year’s policy, depending on the SL pooling point.
- At the end of the year, if the program did not reach a certain Loss Ratio threshold, there will be a pro-rata reimbursement to plans. If it lost money, or new drugs come to market, future year adjustments to the Capitation PMPM may apply.

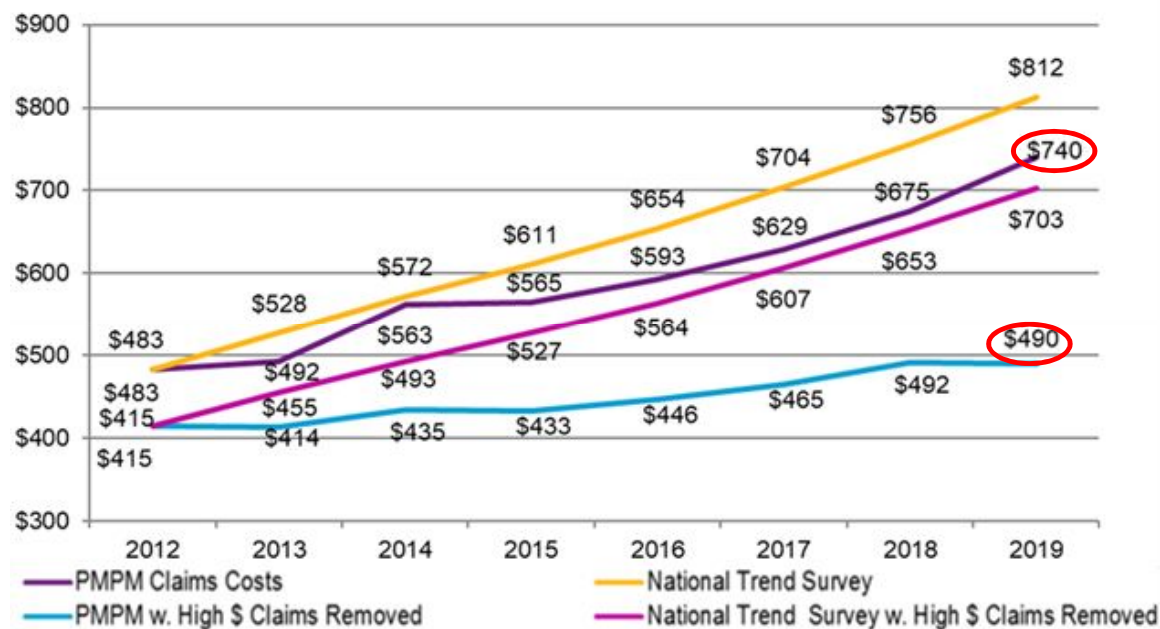
Risk Mitigation : Plan Management



Enrollment & Plan Costs

- Historically, UMS has outperformed industry trend; particular success in Rx cost management
- High \$ claims have an ever increasing impact on costs; this is particularly true of CY 2019

Demographics and Enrollment	2017	2018	2019
Avg.# Active Enrolled EEs	4,324	4,389	4,407
% Change in Enrollment	-0.12%	1.51%	0.41%
Average Contract Size	2.17	2.18	2.19
Medical Claims PMPM	\$518.82	\$555.84	\$626.10
Medical Trend (%)	6.5%	7.1%	12.6%
Pharmacy Claims PMPM	\$109.97	\$119.45	\$113.86
Pharmacy Trend (%)	0.4%	8.6%	-4.7%
Total Claims PMPM	\$628.79	\$675.29	\$739.96
Annual Trend	5.4%	7.4%	9.6%



Key Utilization Metrics

- ER Visits continue to decrease; UMS outperforms norms
- Generic usage continue to increase; UMS has “Best in Class” metrics
- TeleMedicine & EAP continue to be an area of opportunity; anticipate 2020 usage will increase dramatically due to COVID impacts

	2017	2018	2019	Cigna Norm
ER Visits per 1,000 members	187.3	171.7	171.6	193.9
Urgent Care per 1,000 members	131.2	92.0	107.1	327.1
Telemedicine Visits	75	91	75	*
Generic %	88.9%	89.7%	92.0%	88.6%
Mail Order and Retail 90 %	69.2%	69.0%	69.5%	*
Use of EAP	5.2%	3.9%	4.9%	3.8%

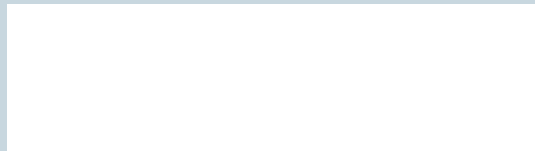
* Normative data not available at this time

Preventive Care & Compliance to Care Standards

- Preventive care visits remain strong, above norms
- Colon cancer screenings continue to lag norms
- Gaps in Care continue to close; indicating employees are well managing their chronic disease
- Medication adherence is also strong (above 80% is considered compliant)

	2017	2018	2019	Cigna Norm
UMS encourages Preventive Care & Compliance				
Preventive Visits (Adult)	56.8%	56.1%	62.0%	44.6%
Screening Compliance				
Mammograms	76.0%	77.0%	79.0%	73.0%
Cervical Cancer	61.0%	60.0%	59.0%	60.0%
Colon Cancer	45.0%	45.0%	45.0%	47.0%
Gaps in Care	71.7%	75.7%	76.2%	76.0%
Medication Adherence	89.0%	91.3%	91.3%	N/A

COVID-19



COVID-19 is an illness associated with a novel coronavirus SARS-CoV2



Legislative & Regulatory Review

As of March 31, 2020



In response to COVID-19's impact on the U.S. economy and health of the population, the federal government enacted laws to expand protections for businesses and taxpayers

Families First Coronavirus Response Act

- **Enacted March 18, 2020**
- **Mandatory coverage**
 - First dollar coverage for COVID-19 testing
 - Includes telehealth visits for testing
- **Emergency paid sick leave**
 - Small employers and all governmental employers
 - All employees
 - Up to two weeks of paid sick leave for specified COVID-19 reasons
 - Regular rate of pay for federal/state/local order, self-quarantine, employee with symptoms
 - Two-thirds regular rate to care for family member; school/childcare unavailable; other reasons
- **Paid FMLA Public Health Emergency Leave**
 - Small employers and all governmental employers
 - Employees employed more than 30 days
 - If school or childcare unavailable due to COVID-19; up to 12 weeks

Coronavirus Aid, Relief, and Economic Security (CARES) Act

- **Enacted March 27, 2020**
- **Benefit-related inclusions:**
 - Temporary safe harbor to allow HSA-eligible high-deductible health plans to provide full telehealth services without cost-sharing
 - Clarifications about the mandate to cover COVID-19 testing
 - Provisions regarding confidentiality and disclosure for records related to substance use disorder and disclosure of PHI related to COVID-19
 - Clarifications regarding mandatory paid leave
 - Temporary pretax student loan repayment assistance
 - OTC drugs reimbursement
- **Other inclusions:**
 - Tax relief for businesses
 - Cash assistance for individual taxpayers
 - Loan assistance for small businesses
 - Public health provisions and many other provisions

- In addition to federal efforts to expand protections to employees impacted by COVID-19, there are state and local initiatives occurring to expand and/or develop protections in various ways
- WTW can review the impact of the H&B related provisions of the legislation with clients

Projected Impacts to Health Plan Costs

Model based on Data Known as of March 23

Projected Cost Impact of COVID-19

- Actual total costs will be dependent on
 - Infection rate
 - Severity of illness
 - Age and pre-existing conditions existing in the workforce
 - Ability of health care system to redirect care
 - Suppressed or delayed care that otherwise would have occurred

- 2020 UMS Budget Projection did include margin for normal claims fluctuations and may help cover additional costs due to COVID
 - 1Q2020 spend is typical for UMS Plan
 - COVID impacts will likely have impact in 2Q
 - 2020 claims base will need to be normalized in setting projections and budgets for CY 2021

Estimated Increase in
2020 Employer Health Care Plan Spend

	Low Morbidity	Medium Morbidity	High Morbidity
10% Infection Level	0.9%	1.8%	2.8%
30% Infection Level	4.0%	6.2%	7.2%
50% Infection Level	5.4%	6.2%	6.8%



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Annual Workforce Profile Report 2019

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

3. **BOARD INFORMATION:** X

BOARD ACTION:

4. **OUTCOME:**

BOARD POLICY:

Primary Outcomes:

Enhance fiscal positioning

Secondary Outcomes:

University workforce engagement

5. **BACKGROUND:**

Chris Lindstrom, Chief Human Resources Officer, will provide an opportunity for review of the 2019 Workforce Profile Report.

University of Maine System

2019 Workforce Profile

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 4,635 regular employees that were actively receiving a paycheck as of October 31, 2019. Additionally, there were 875 part time faculty members teaching in the Fall 2019 semester.

Count and Gender by Category

- Of the 4,635 UMS employees reported: 2.2% are administrators, 27.5% are faculty, 40.8% are salaried staff, and 29.5% are hourly paid staff.
- Overall, between the seven campuses, women make up a slight minority of full-time faculty at 47.7% of the population. UMA, UMF and USM has women comprise the majority of full-time faculty at their locations.
- Women are well represented among administrators at 48%. There are 100 administrators, 75 of whom are in the Management Group. In the Management Group women make up a slight majority at 52% of the cohort.
- Most of the regular hourly employee cohort consists of women at 53.9% of the population.

Average Salary by Category

- The average salary for administrators is \$143,376; \$80,370 for faculty; \$54,846 for salaried staff; and \$33,303 for hourly staff.
- Wage increases were negotiated and implemented during the fiscal year 2020 resulting in a net increase across the board averaging around 3%.
- Most faculty are appointed on an academic year basis and the annual salary is rated for the nine-month appointment.

Age

- The average age by employee category is: Administrators average age is 55, faculty 52, salaried 46, and hourly employees average age is 50. These averages have held steady with little variation over the past few years.
- A significant proportion of faculty (45.4%), hourly (48.1%) and administrators (54%) are 55 or older.
- The majority of salaried employees (69.7%) are under the age of 55

Highest Degree

- As would be expected, a high number of faculty (69.5%) hold terminal degrees. Administrators (38%) also hold a significant number of terminal degrees.
- 15.2% of hourly staff have self-reported a baccalaureate or higher degree. 55.1% of salaried employees report holding a baccalaureate or higher degree. Education level was not reported by 31.9% of employees.

Race and Ethnicity

- There is limited diversity as measured in the federal ethnicity categories. Overall, 6.2% of employees system wide report a minority race/ethnicity. This is a significant increase over the 4.4% minority self-reported last year.
- The University of Maine at Machias has the largest proportionate diversity among its employees with 10% identifying as minority followed closely by the University of Southern Maine at 8% and the University of Maine at 7%.
- The University of Maine reports the highest quantity of minority employees with 155 employees followed by the University of Southern Maine with 85 employees identifying as such.

Years of Service/Average Years of Service

- UMS has many long-service employees. Average length of service ranges from 9.8 years for salaried staff to 14.7 years for administrators.
- 17.9% of faculty and more than 23% of administrators have 25 or more years of service.
- The University of Maine at Farmington has the highest average years of service for all employment categories at 13 years. The University of Maine at Machias and University of Southern Maine have the lowest average years of service at 10.3 years.

Part-Time Faculty

- In the Fall 2019 semester, there were approximately 875 Part-Time Faculty teaching 4,700 credit hours of course work. The University of Southern Maine employs the most Part-Time Faculty with 364 (41.6%), followed by the University of Maine with 205 (23.4%) and then the University of Maine at Augusta with 138 (15.8%).

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.

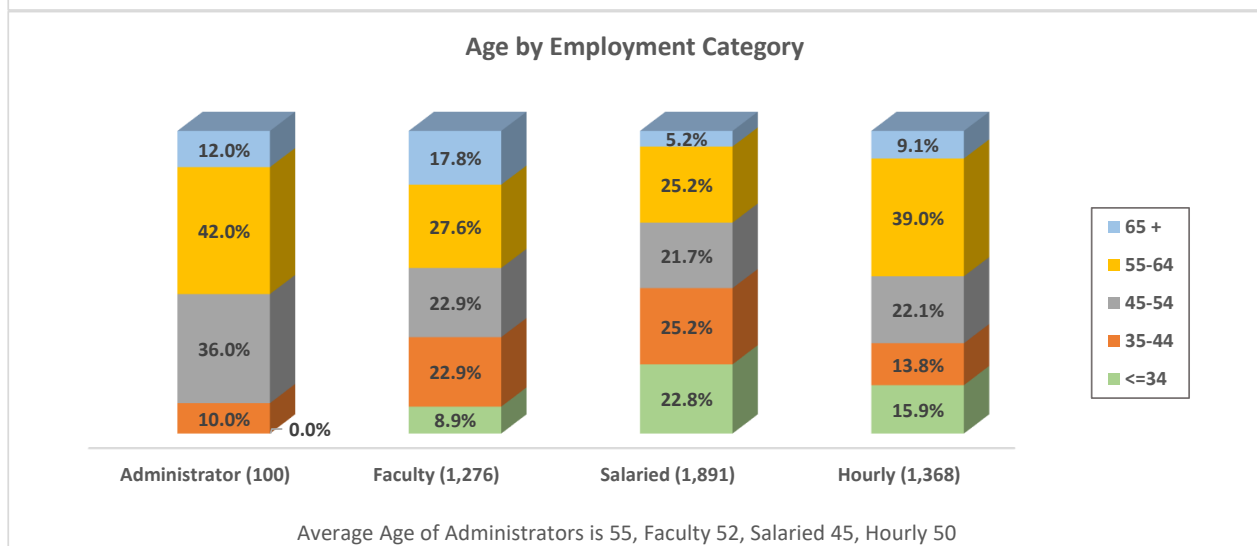
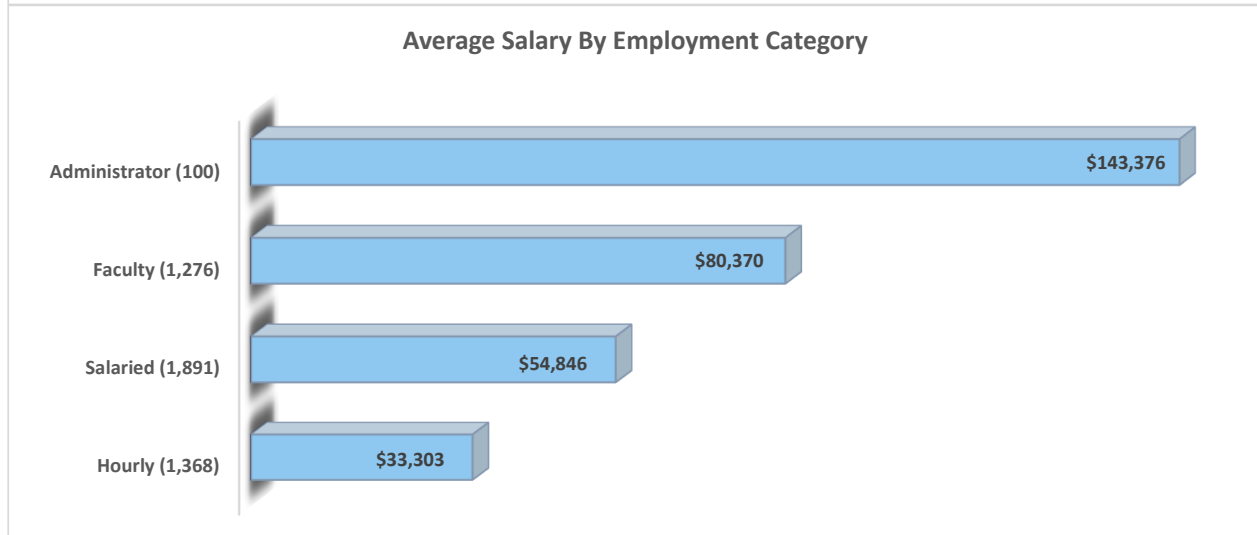
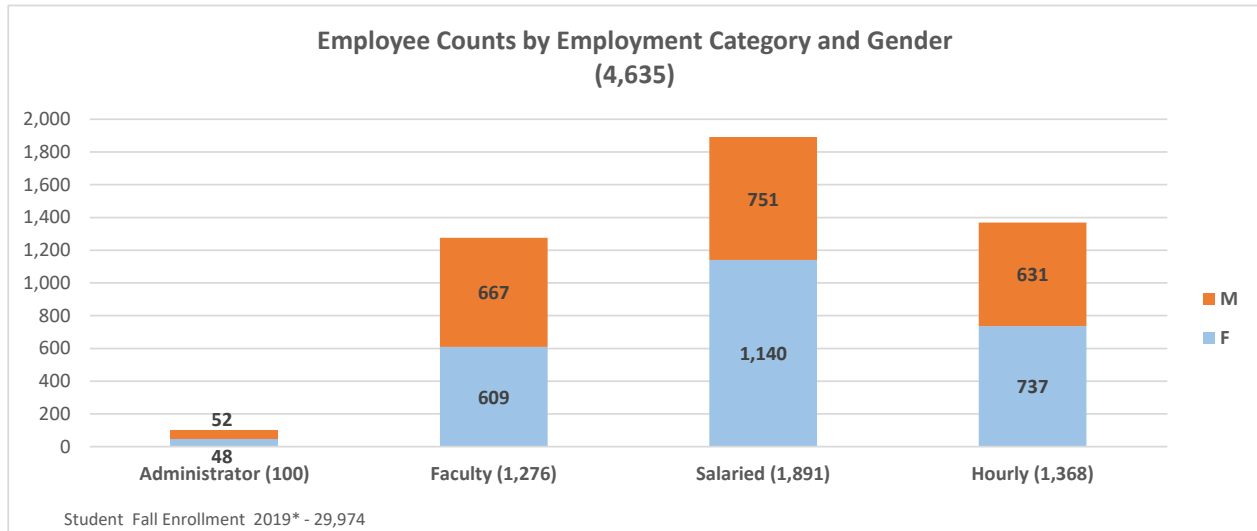
Salaried

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

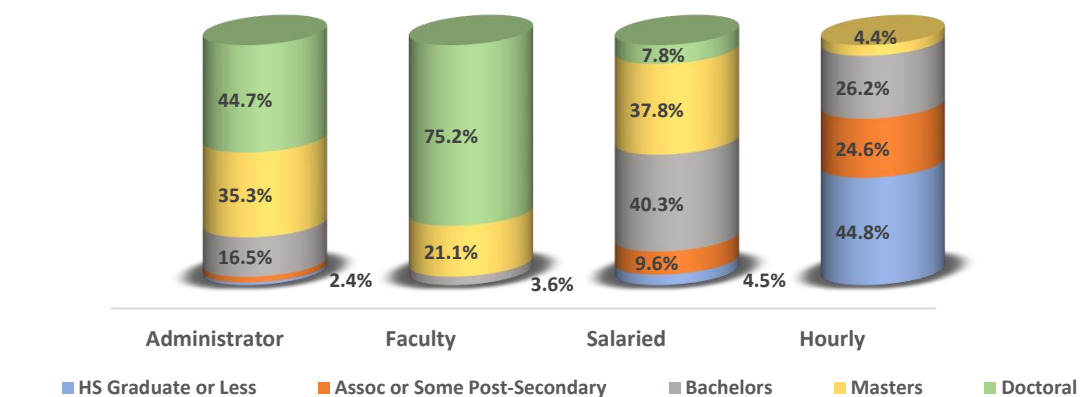
All employees whose assignments:

- 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.



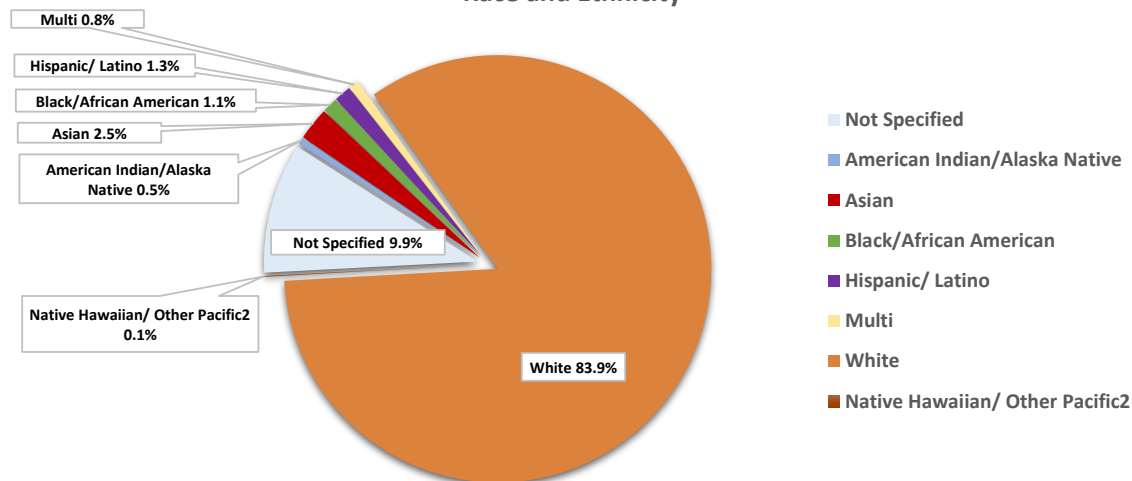
* Student Fall Enrollment 2019 includes undergraduate and graduate students. The source is Fall 2019 Enrollment Report - The University of Maine System, Fall Semester Headcount by Campus

Highest Degree by Employment Category *

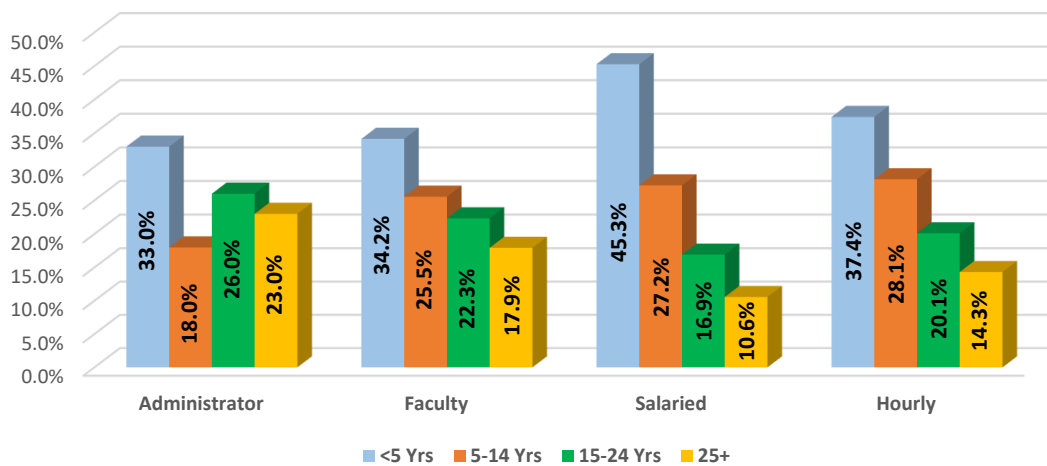


* Percentage shown for Highest Degree is a percent of the total employees who reported education level; 1,479 employees did not indicate.

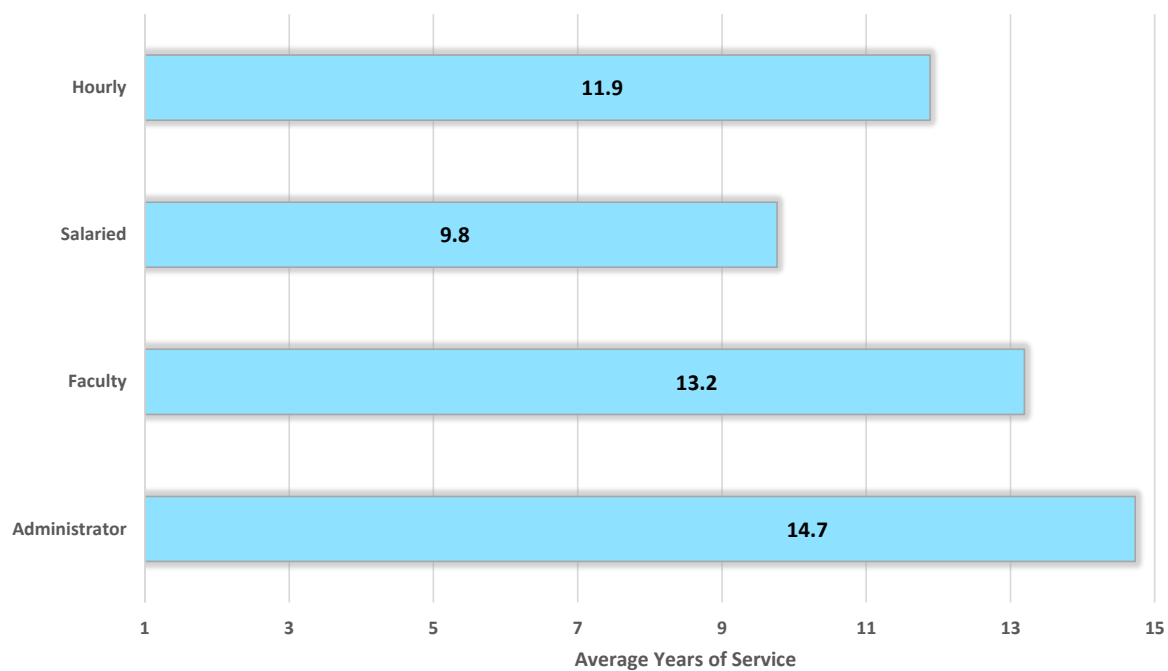
Race and Ethnicity



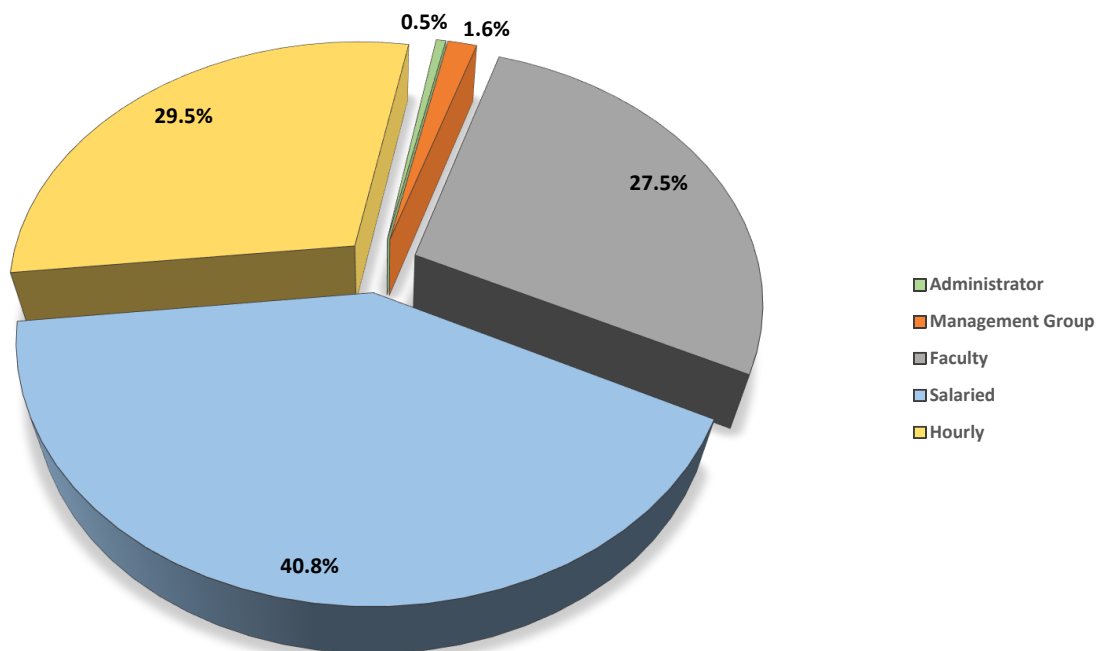
Years of Service by Employment Category



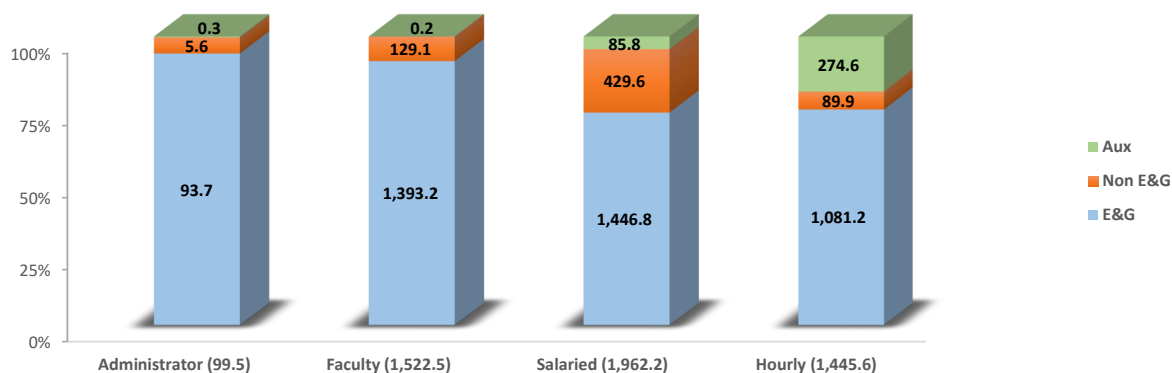
Average Years of Service by Employment Category



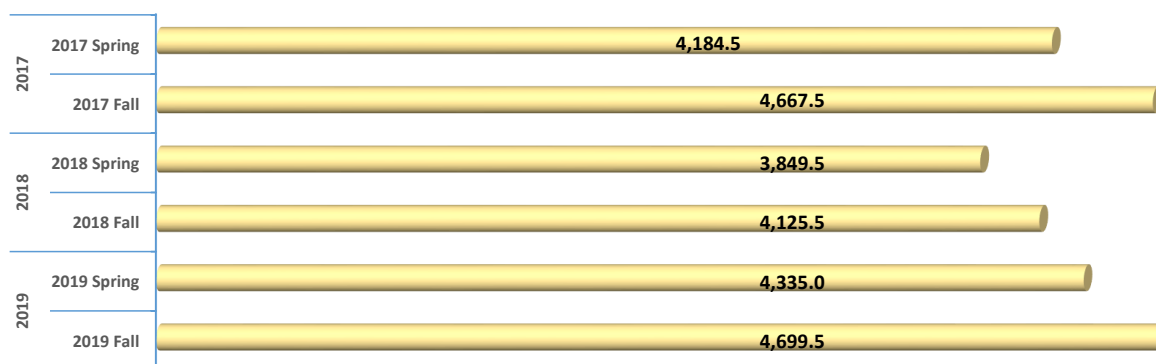
Employees by Employment Category



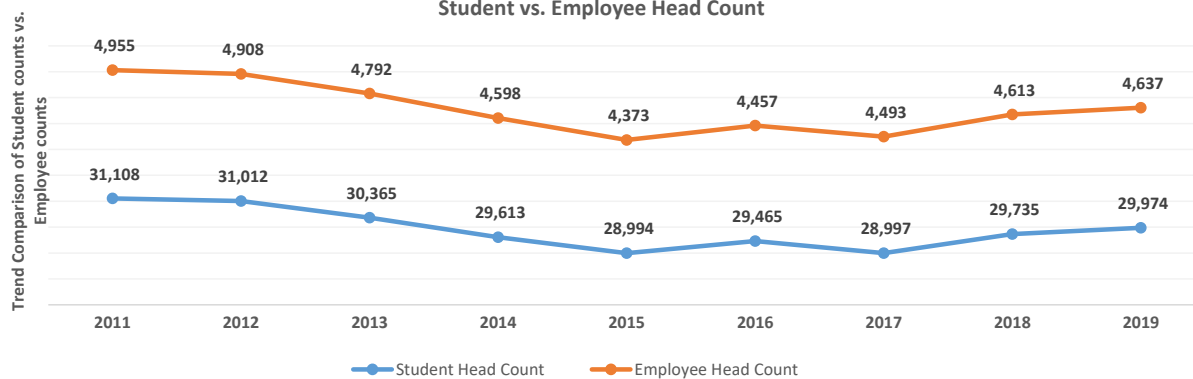
Full Time Equivalent by Funding Source



Part-Time Faculty Association Credit Hours by Semester



Student vs. Employee Head Count



*Student headcount from Fall 2019 UMS Enrollment Report
Employee Headcount from Fall 2019 UMS HR Headcount Report - REG employees

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	48	52	100	12	15	27	6	3	9	5	4	9	2	1	3
Faculty	609	667	1,276	267	385	652	54	41	95	74	47	121	14	19	33
Salaried	1,140	751	1,891	440	355	795	81	41	122	56	36	92	21	17	38
Hourly	737	631	1,368	383	351	734	60	34	94	52	45	97	21	15	36
Total	2,534	2,101	4,635	1,102	1,106	2,208	201	119	320	187	132	319	58	52	110
Student Enrollment	29,974			11,561			4,361			1,930			1,589		

	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	0	1	1	2	3	5	5	12	17	6	7	13	10	6	16
Faculty	13	14	27	15	22	37	172	139	311	0	0	0	0	0	0
Salaried	17	5	22	36	23	59	350	121	471	0	1	1	139	152	291
Hourly	11	9	20	23	19	42	130	129	259	0	0	0	57	29	86
Total	41	29	70	76	67	143	657	401	1,058	6	8	14	206	187	393
Student Enrollment	659			1,445			8,429								

* Student Enrollment counts from the University of Maine System - Fall 2019 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	100	143,376	27	157,972	9	126,870	9	105,505	3	92,755
Faculty	1,276	80,370	652	88,315	95	66,338	121	64,795	33	61,591
Salaried	1,891	54,846	795	54,635	122	49,443	92	47,450	38	44,450
Hourly	1,368	33,303	734	33,142	94	31,971	97	33,879	36	33,745
Total	4,635	57,424	2,208	58,699	320	51,504	319	5,140	110	47,406

	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	1	120,000	5	112,858	17	149,708	13	177,842	16	135,088
Faculty	27	62,093	37	67,371	311	79,186	0	0	0	0
Salaried	22	40,367	59	46,092	471	55,344	1	92,909	291	63,317
Hourly	20	30,144	42	33,092	259	33,601	0	0	86	35,233
Total	70	46,963	143	50,114	1,058	58,546	14	171,775	393	60,093

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	100	55	27	57	9	57	9	54	3	47
Faculty	1,276	52	652	50	95	55	121	52	33	52
Salaried	1,891	46	795	44	122	49	92	44	38	42
Hourly	1,368	50	734	51	94	50	97	53	36	51
Total	4,635	49	2,208	49	320	52	319	50	110	49

	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	1	52	5	54	17	55	13	54	16	53
Faculty	27	53	37	55	311	53	0	0	0	0
Salaried	22	44	59	46	471	46	1	65	291	48
Hourly	20	52	42	53	259	49	0	0	86	46
Total	70	50	143	50	1,058	49	14	55	393	48

Age by Employment Category*

University of Maine System		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
Administrators		0	0.0%	10	0.2%	36	0.8%	42	0.9%	12	0.3%	100	2.2%
Faculty		113	2.4%	292	6.3%	292	6.3%	352	7.6%	227	4.9%	1,276	27.5%
Salaried		431	9.3%	476	10.3%	410	8.8%	476	10.3%	98	2.1%	1,891	40.8%
Hourly		218	4.7%	189	4.1%	303	6.5%	533	11.5%	125	2.7%	1,368	29.5%
Total		762	16.4%	967	20.9%	1,041	22.5%	1,403	30.3%	462	10.0%	4,635	100.0%

University of Maine		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
Administrators		0	0.0%	0	0.0%	11	0.5%	11	0.5%	5	0.2%	27	1.2%
Faculty		71	3.2%	170	7.7%	134	6.1%	173	7.8%	104	4.7%	652	29.5%
Salaried		217	9.8%	200	9.1%	152	6.9%	194	8.8%	32	1.4%	795	36.0%
Hourly		96	4.3%	105	4.8%	172	7.8%	298	13.5%	63	2.9%	734	33.2%
Total		384	17.4%	475	21.5%	469	21.2%	676	30.6%	204	9.2%	2,208	100.0%

University of Maine at Augusta		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
Administrators		0	0.0%	1	0.3%	1	0.3%	5	1.6%	2	0.6%	9	2.8%
Faculty		8	2.5%	16	5.0%	16	5.0%	27	8.4%	28	8.8%	95	29.7%
Salaried		18	5.6%	28	8.8%	29	9.1%	35	10.9%	12	3.8%	122	38.1%
Hourly		18	5.6%	11	3.4%	19	5.9%	37	11.6%	9	2.8%	94	29.4%
Total		44	13.8%	56	17.5%	65	20.3%	104	32.5%	51	15.9%	320	100.0%

University of Maine at Farmington		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
Administrators		0	0.0%	1	0.3%	3	0.9%	4	1.3%	1	0.3%	9	2.8%
Faculty		4	1.3%	31	9.7%	30	9.4%	38	11.9%	18	5.6%	121	37.9%
Salaried		23	7.2%	25	7.8%	22	6.9%	20	6.3%	2	0.6%	92	28.8%
Hourly		6	1.9%	12	3.8%	22	6.9%	48	15.0%	9	2.8%	97	30.4%
Total		33	10.3%	69	21.6%	77	24.1%	110	34.5%	30	9.4%	319	100.0%

University of Maine at Fort Kent		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
Administrators		0	0.0%	1	0.9%	2	1.8%	0	0.0%	0	0.0%	3	2.7%
Faculty		3	2.7%	6	5.5%	11	10.0%	6	5.5%	7	6.4%	33	30.0%
Salaried		14	12.7%	8	7.3%	9	8.2%	5	4.5%	2	1.8%	38	34.5%
Hourly		4	3.6%	7	6.4%	7	6.4%	16	14.5%	2	1.8%	36	32.7%
Total		21	19.1%	22	20.0%	29	26.4%	27	24.5%	11	10.0%	110	100.0%

Age by Employment Category*

University of Maine at Machias	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
Administrators	0	0.0%	0	0.0%	1	1.4%	0	0.0%	0	0.0%	1	1.4%
Faculty	0	0.0%	7	10.0%	6	8.6%	9	12.9%	5	7.1%	27	38.6%
Salaried	7	10.0%	5	7.1%	4	5.7%	4	5.7%	2	2.9%	22	31.4%
Hourly	2	2.9%	1	1.4%	8	11.4%	9	12.9%	0	0.0%	20	28.6%
Total	9	12.9%	13	18.6%	19	27.1%	22	31.4%	7	10.0%	70	100.0%

University of Maine at Presque Isle	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
Administrators	0	0.0%	1	0.7%	1	0.7%	3	2.1%	0	0.0%	5	3.5%
Faculty	1	0.7%	5	3.5%	14	9.8%	9	6.3%	8	5.6%	37	25.9%
Salaried	11	7.7%	19	13.3%	9	6.3%	14	9.8%	6	4.2%	59	41.3%
Hourly	5	3.5%	2	1.4%	14	9.8%	16	11.2%	5	3.5%	42	29.4%
Total	17	11.9%	27	18.9%	38	26.6%	42	29.4%	19	13.3%	143	100.0%

University of Southern Maine	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
Administrators	0	0.0%	2	0.2%	5	0.5%	9	0.9%	1	0.1%	17	1.6%
Faculty	26	2.5%	57	5.4%	81	7.7%	90	8.5%	57	5.4%	311	29.4%
Salaried	101	9.5%	115	10.9%	105	9.9%	121	11.4%	29	2.7%	471	44.5%
Hourly	61	5.8%	33	3.1%	52	4.9%	82	7.8%	31	2.9%	259	24.5%
Total	188	17.8%	207	19.6%	243	23.0%	302	28.5%	118	11.2%	1,058	100.0%

University Governance	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
Administrators	0	0.0%	1	7.1%	7	50.0%	4	28.6%	1	7.1%	13	92.9%
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%	0	0.0%	1	7.1%	1	7.1%
Hourly	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	0	0.0%	1	7.1%	7	50.0%	4	28.6%	2	14.3%	14	100.0%

University Services	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
Administrators	0	0.0%	3	0.8%	5	1.3%	6	1.5%	2	0.5%	15	3.9%
Faculty	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Salaried	40	10.2%	76	19.3%	80	20.4%	83	21.1%	12	2.3%	281	72.8%
Hourly	26	6.6%	18	4.6%	9	2.3%	27	6.9%	6	1.6%	90	23.3%
Total	66	16.8%	97	24.7%	94	23.9%	116	29.5%	20	4.4%	386	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		15	0.3%	1	0.0%	2	0.0%	14	0.3%	30	0.6%	38	0.8%	100	2.2%
Faculty		97	2.1%	0	0.0%	0	0.0%	43	0.9%	249	5.4%	887	19.1%	1,276	27.5%
Salaried		678	14.6%	54	1.2%	117	2.5%	489	10.6%	458	9.9%	95	2.0%	1,891	40.8%
Hourly		689	14.9%	304	6.6%	167	3.6%	178	3.8%	30	0.6%	0	0.0%	1,368	29.5%
Total		1,479	31.9%	359	7.7%	286	6.2%	724	15.6%	767	16.5%	1,020	22.0%	4,635	100.0%

University of 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		2	0.1%	0	0.0%	0	0.0%	1	0.0%	10	0.5%	14	0.6%	27	1.2%
Faculty		67	3.0%	0	0.0%	0	0.0%	24	1.1%	108	4.9%	453	20.5%	652	29.5%
Salaried		336	15.2%	29	1.3%	43	1.9%	179	8.1%	171	7.7%	37	1.7%	795	36.0%
Hourly		387	17.5%	174	7.9%	92	4.2%	66	3.0%	15	0.7%	0	0.0%	734	33.2%
Total		792	35.9%	203	9.2%	135	6.1%	270	12.2%	304	13.8%	504	22.8%	2,208	100.0%

University of Maine at Augusta		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%	5	1.6%	4	1.3%	9	2.8%
Faculty		2	0.6%	0	0.0%	0	0.0%	4	1.3%	35	10.9%	54	16.9%	95	29.7%
Salaried		34	10.6%	2	0.6%	10	3.1%	34	10.6%	34	10.6%	8	2.5%	122	38.1%
Hourly		69	21.6%	6	1.9%	10	3.1%	9	2.8%	0	0.0%	0	0.0%	94	29.4%
Total		105	32.8%	8	2.5%	20	6.3%	47	14.7%	74	23.1%	66	20.6%	320	100.0%

University of Maine at Farmington		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	0.3%	3	0.9%	5	1.6%	9	2.8%
Faculty		2	0.6%	0	0.0%	0	0.0%	0	0.0%	21	6.6%	98	30.7%	121	37.9%
Salaried		14	4.4%	2	0.6%	7	2.2%	35	11.0%	31	9.7%	3	0.9%	92	28.8%
Hourly		24	7.5%	40	12.5%	15	4.7%	16	5.0%	2	0.6%	0	0.0%	97	30.4%
Total		40	12.5%	42	13.2%	22	6.9%	52	16.3%	57	17.9%	106	33.2%	319	100.0%

University of Maine at Fort Kent		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%	2	1.8%	3	2.7%
Faculty		1	0.9%	0	0.0%	0	0.0%	7	6.4%	10	9.1%	15	13.6%	33	30.0%
Salaried		13	11.8%	1	0.9%	1	0.9%	11	10.0%	11	10.0%	1	0.9%	38	34.5%
Hourly		9	8.2%	13	11.8%	5	4.5%	8	7.3%	1	0.9%	0	0.0%	36	32.7%
Total		24	21.8%	14	12.7%	6	5.5%	26	23.6%	22	20.0%	18	16.4%	110	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%	1	1.4%	1	1.4%
Faculty	3	4.3%	0	0.0%	0	0.0%	1	1.4%	6	8.6%	17	24.3%	27	38.6%
Salaried	10	14.3%	1	1.4%	2	2.9%	5	7.1%	4	5.7%	0	0.0%	22	31.4%
Hourly	6	8.6%	8	11.4%	5	7.1%	1	1.4%	0	0.0%	0	0.0%	20	28.6%
Total	19	27.1%	9	12.9%	7	10.0%	7	10.0%	10	14.3%	18	25.7%	70	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	1	0.7%	0	0.0%	0	0.0%	1	0.7%	1	0.7%	2	1.4%	5	3.5%
Faculty	3	2.1%	0	0.0%	0	0.0%	0	0.0%	15	10.5%	19	13.3%	37	25.9%
Salaried	20	14.0%	1	0.7%	2	1.4%	16	11.2%	19	13.3%	1	0.7%	59	41.3%
Hourly	17	11.9%	15	10.5%	6	4.2%	4	2.8%	0	0.0%	0	0.0%	42	29.4%
Total	41	28.7%	16	11.2%	8	5.6%	21	14.7%	35	24.5%	22	15.4%	143	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	1	0.1%	0	0.0%	0	0.0%	2	0.2%	7	0.7%	7	0.7%	17	1.6%
Faculty	19	1.8%	0	0.0%	0	0.0%	7	0.7%	54	5.1%	231	21.8%	311	29.4%
Salaried	113	10.7%	6	0.6%	18	1.7%	132	12.5%	160	15.1%	42	4.0%	471	44.5%
Hourly	129	12.2%	36	3.4%	22	2.1%	64	6.0%	8	0.8%	0	0.0%	259	24.5%
Total	262	24.8%	42	4.0%	40	3.8%	205	19.4%	229	21.6%	280	26.5%	1,058	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	6	42.9%	0	0.0%	1	7.1%	3	21.4%	1	7.1%	2	14.3%	13	92.9%
Faculty	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Salaried	1	7.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	7.1%
Hourly	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	7	50.0%	0	0.0%	1	7.1%	3	21.4%	1	7.1%	2	14.3%	14	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	4	1.0%	1	0.3%	1	0.3%	6	1.5%	3	0.8%	1	0.3%	16	4.1%
Faculty	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Salaried	137	34.9%	12	3.1%	34	8.7%	77	19.6%	28	7.1%	3	0.8%	291	74.0%
Hourly	48	12.2%	12	3.1%	12	3.1%	10	2.5%	4	1.0%	0	0.0%	86	21.9%
Total	189	48.1%	25	6.4%	47	12.0%	93	23.7%	35	8.9%	4	1.0%	393	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	0.0%	1.9%	0.2%	2.2%	0.0%	1.0%	0.2%	1.2%	0.0%	2.8%	0.0%	2.8%	0.3%	2.5%	0.0%	2.8%	0.0%	1.8%	0.9%	2.7%
Faculty	1.7%	23.6%	2.2%	27.6%	3.3%	21.9%	4.3%	29.5%	0.9%	27.5%	1.3%	29.7%	1.6%	35.1%	1.3%	37.9%	2.7%	27.3%	0.0%	30.0%
Salaried	1.4%	35.2%	3.1%	39.8%	2.5%	29.0%	4.4%	36.0%	1.6%	35.3%	1.3%	38.1%	0.3%	28.2%	0.3%	28.8%	1.8%	26.4%	6.4%	34.5%
Hourly	1.3%	25.9%	3.4%	30.5%	1.2%	26.9%	5.2%	33.2%	0.3%	26.9%	2.2%	29.4%	0.3%	30.1%	0.0%	30.4%	0.9%	29.1%	2.7%	32.7%
Total	4.4%	86.6%	9.0%	100.0%	7.0%	78.8%	14.1%	100.0%	2.8%	92.5%	4.7%	100.0%	2.5%	95.9%	1.6%	100.0%	5.5%	84.5%	10.0%	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%	1.4%	0.0%	1.4%	0.0%	3.5%	0.0%	3.5%	0.0%	1.3%	0.3%	1.6%	0.0%	57.1%	35.7%	92.9%	0.0%	3.3%	0.8%	4.1%
Faculty	0.0%	37.1%	1.4%	38.6%	2.8%	23.1%	0.0%	25.9%	3.1%	24.2%	2.1%	29.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Salaried	0.0%	28.6%	2.9%	31.4%	0.7%	37.1%	3.5%	41.3%	2.7%	39.9%	1.9%	44.5%	0.0%	0.0%	7.1%	7.1%	2.8%	67.9%	3.3%	74.0%
Hourly	0.0%	22.9%	5.7%	28.6%	1.4%	25.2%	2.8%	29.4%	2.2%	20.3%	2.0%	24.5%	0.0%	0.0%	0.0%	0.0%	1.8%	17.6%	2.5%	21.9%
Total	0.0%	90.0%	10.0%	100.0%	4.9%	88.8%	6.3%	100.0%	8.0%	85.7%	6.2%	100.0%	0.0%	57.1%	42.9%	100.0%	4.6%	88.8%	6.6%	100.0%

Years of Service by Employment Category

University of Maine System					
	Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total
	Count	Count	Count	Count	Count
Administrators	33	18	26	23	100
Faculty	436	326	285	229	1,276
Salaried	856	515	320	200	1,891
Hourly	512	385	275	196	1,368
Total	1,837	1,244	906	648	4,635
University of Maine					
	Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total
	Count	Count	Count	Count	Count
Administrators	8	5	6	8	27
Faculty	228	155	140	129	652
Salaried	374	203	123	95	795
Hourly	245	213	163	113	734
Total	855	576	432	345	2,208
University of Maine at Augusta					
	Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total
	Count	Count	Count	Count	Count
Administrators	2	1	3	3	9
Faculty	30	26	17	22	95
Salaried	48	40	20	14	122
Hourly	40	31	14	9	94
Total	120	98	54	48	320
University of Maine at Farmington					
	Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total
	Count	Count	Count	Count	Count
Administrators	2	1	4	2	9
Faculty	31	40	31	19	121
Salaried	43	27	12	10	92
Hourly	27	24	25	21	97
Total	103	92	72	52	319
University of Maine at Fort Kent					
	Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total
	Count	Count	Count	Count	Count
Administrators	1	1	1	0	3
Faculty	9	12	8	4	33
Salaried	19	12	6	1	38
Hourly	11	13	5	7	36
Total	40	38	20	12	110

Years of Service by Employment Category

University of Maine at Machias					
	Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total
	Count	Count	Count	Count	Count
Administrators	0	1	0	0	1
Faculty	6	9	6	6	27
Salaried	15	5	0	2	22
Hourly	10	5	4	1	20
Total	31	20	10	9	70
University of Maine at Presque Isle					
	Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total
	Count	Count	Count	Count	Count
Administrators	1	0	3	1	5
Faculty	7	12	13	5	37
Salaried	28	23	4	4	59
Hourly	14	16	7	5	42
Total	50	51	27	15	143
University of Southern Maine					
	Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total
	Count	Count	Count	Count	Count
Administrators	5	5	5	2	17
Faculty	125	72	70	44	311
Salaried	223	118	89	41	471
Hourly	120	58	47	34	259
Total	473	253	211	121	1,058
University Governance					
	Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total
	Count	Count	Count	Count	Count
Administrators	5	4	2	2	13
Faculty	0	0	0	0	0
Salaried	1	0	0	0	1
Hourly	0	0	0	0	0
Total	6	4	2	2	14
University Services					
	Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total
	Count	Count	Count	Count	Count
Administrators	9	0	2	5	16
Faculty	0	0	0	0	0
Salaried	105	87	66	33	291
Hourly	45	25	10	6	86
Total	159	112	78	44	393

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	14.7	15.4	18.7	17.2	10.0	11.0	19.4	12.7	11.5	14.4
Faculty	13.2	13.6	14.2	13.7	11.6	15.6	14.1	11.7	0.0	0.0
Salaried	9.8	9.8	10.2	9.5	7.4	6.0	7.6	9.4	4.0	11.2
Hourly	11.9	13.0	9.0	15.0	13.4	8.1	11.2	10.1	0.0	8.1
Average Yrs Srvc	11.4	12.1	11.3	13.0	10.7	10.3	10.8	10.3	10.9	10.7

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	25	9	1	4	-	-	1	7	-	3
Management Grp	75	18	8	5	3	1	4	10	13	13
Faculty	1,276	652	95	121	33	27	37	311	-	-
Salaried	1,891	795	122	92	38	22	59	471	1	291
Hourly	1,368	734	94	97	36	20	42	259	-	86
Total	4,635	2,208	320	319	110	70	143	1,058	14	393

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	93.7	5.6	0.3	99.5	24.1	2.9	0.0	27.0	8.1	1.0	0.0	9.0	9.0	0.0	0.0	9.0	2.8	0.0	0.0	2.8
Faculty	1,393.2	129.1	0.2	1,522.5	600.4	110.9	0.0	711.3	136.8	1.2	0.0	138.0	126.1	5.9	0.2	132.2	51.0	1.2	0.0	52.2
Salaried	1,082.2	89.9	274.6	1,446.6	524.6	46.1	211.5	782.2	87.3	6.6	0.4	94.3	76.7	8.3	23.3	108.2	29.1	1.0	5.0	35.1
Hourly	1,445.8	429.6	85.8	1,961.2	585.5	204.7	62.7	852.8	88.4	25.0	3.0	116.4	80.8	13.0	5.5	99.3	40.6	3.0	1.3	44.9
Total	4,014.8	654.1	360.9	5,029.8	1,734.6	364.5	274.2	2,373.3	320.6	33.7	3.4	357.7	292.6	27.1	29.0	348.7	123.5	5.2	6.3	134.9

	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	1.0	0.0	0.0	1.0	4.8	0.5	0.0	5.3	15.5	1.3	0.3	17.0	12.5	0.0	0.0	12.5	16.0	0.0	0.0	85.6
Faculty	36.0	0.0	0.0	36.0	42.5	1.0	0.0	43.5	400.4	9.0	0.0	409.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1,614.7
Salaried	18.3	0.3	4.1	22.8	37.7	3.4	5.3	46.3	222.2	21.1	25.1	268.3	1.0	0.0	0.0	1.0	85.4	3.1	0.0	1,372.1
Hourly	21.6	1.0	1.0	23.6	43.2	12.1	2.4	57.6	304.0	163.7	10.0	477.7	0.0	0.0	0.0	0.0	281.7	7.2	0.0	1,775.9
Total	77.0	1.3	5.1	83.4	128.1	16.9	7.7	152.7	942.0	195.0	35.3	1,172.3	13.5	0.0	0.0	13.5	383.0	10.3	0.0	4,848.2

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
Spring 2017	814	4,184.5	1,487	210	1,116.0	404	147	724.0	250	44	345.0	89	32	157.0	61
Fall 2017	867	4,667.5	1,635	216	1,117.0	412	148	769.0	258	45	338.0	90	47	380.0	105
Spring 2018	858	3,849.5	1,362	205	899.0	338	152	767.0	257	50	274.0	79	42	281.0	80
Fall 2018	883	4,125.5	1,429	215	1,004.0	357	140	671.0	225	46	252.0	72	52	375.0	100
Spring 2019	861	4,335.0	1,547	211	1,090.0	398	132	708.0	242	42	255.0	70	38	256.5	73
Fall 2019	875	4,699.5	1,652	205	1,108.0	388	138	774.0	262	52	304.0	85	56	404.0	110

	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
Spring 2017	44	184.5	69	40	234.0	80	308	1,424.0	534
Fall 2017	36	157.0	61	42	248.0	85	346	1,658.5	624
Spring 2018	35	130.5	52	39	182.0	59	346	1,316.0	497
Fall 2018	35	129.0	51	44	222.0	73	363	1,472.5	551
Spring 2019	33	143.0	53	45	265.0	87	373	1,617.5	624
Fall 2019	37	149.0	60	38	243.0	81	364	1,717.5	666



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Annual Turnover Analysis Report 2019

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

3. **BOARD INFORMATION:** X

BOARD ACTION:

4. **OUTCOME:**

BOARD POLICY:

Primary Outcomes:

Enhance fiscal positioning

Secondary Outcomes:

University workforce engagement

5. **BACKGROUND:**

Chris Lindstrom, Chief Human Resources Officer, will provide an opportunity for review of the Annual Turnover Analysis Report for 2019 for Regular Employees.



TURNOVER ANALYSIS

SEPARATIONS, RETENTION, AND HIRING STATISTICS

FOR
REGULAR EMPLOYEES

October 31, 2018 - October 31, 2019

April 13, 2020
UMS Office of Human Resources

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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 October 31, 2018 through October 31, 2019.

The population is determined by averaging the number of staff active, on leave, or on leave without pay on October 31, 2018 and October 31, 2019.

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 reports prior to 2014.

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. Internal hires and transfers are isolated and included for reference.

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

Turnover Highlights

- From October 31, 2018 through October 31, 2019 the number of employee separations for all reasons was 11.8% of the average population of regular employees. Of this, voluntary resignations made up 7.6%, and retirements accounted for 2.7%. The remaining 1.5% involuntary separations resulted from end of term appointments, layoff, and termination.
- The turnover rate of 11.8% is up from last year's rate of 10.3% due to an increase in year-over-year voluntary separations.
- The turnover rate reported for all education services by the Bureau of Labor Statistics shows an increasing trend of total annual separations levels. Despite this year's increase in turnover, the University of Maine System's separation rate has been trending downward since peaking in 2015.
- The number of separations due to position elimination/staff reduction is 4. This is 1 more than last year for the same period.
- The rate of voluntary separations as a percent of the total University of Maine System population is 7.6%.
- 87.5% of the 546 total separations are due to voluntary resignations and retirements. Retirements alone account for 23.2% of the 546 total separations.
- Separation rates vary among universities from a high of 18.2% for University of Maine Machias to 7.7% at the University of Maine Presque Isle.
- The average years of service for resignation is 4.4 years, 26.1 years for voluntary retirements, and 4.8 years for involuntary separations.
- The percent of separations for the represented and non-represented as a percentage of the bargaining unit vary with a high of 51.6% in the PATFA Regular unit to 7.6% in the University Supervisors unit. Separation rates in other represented bargaining units are: AFUM: 7.9%, UMPSA: 11.4%, ACSUM: 16.2%, S&M: 13.6%, Police: 30.2%, NR Hrly: 13.1%, NR Sal: 13.0%, NR Fac:

8.7%, Law Faculty: 11.4%.

- The UMPSA bargaining unit is 33.3% of the population and accounts for 32.3% of the separations; 81.8% of UMPSA separations are voluntary resignations.
- The percent of new hires/rehires at Universities as a percent of Campus population varies among the campuses with a high of 15.4% at University of Maine Augusta to 6.3% at University of Maine Farmington.
- The percent of total UMS new hires/rehires (473) in represented and non-represented units vary from a high of 36.4% (172) in the UMPSA unit to a low of 0.2% (1) in the Law Faculty unit.
- Retention of employees at all Universities is 88.0%, the lowest retention rate among bargaining groups is PATFA Regular at 51.6%.

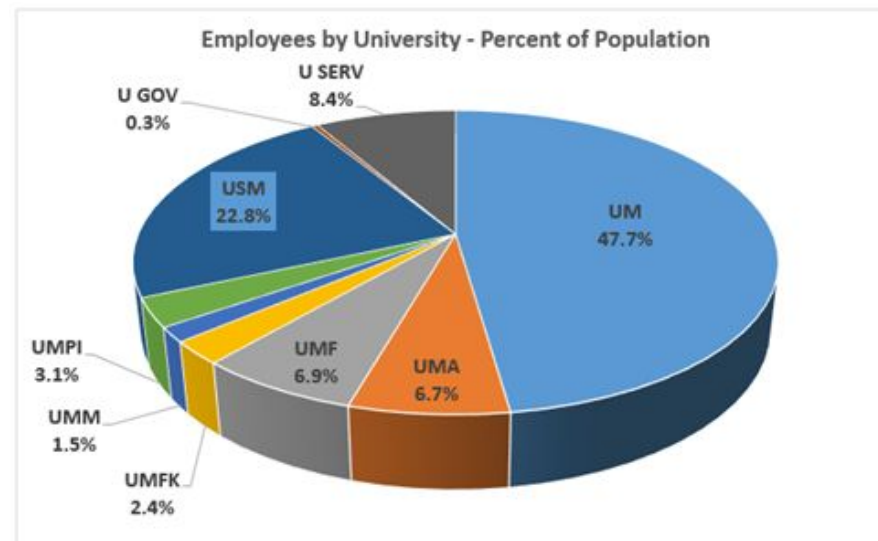
Average Headcount - Regular Staff by University									
UM	UMA	UMF	UMFK	UMM	UMPI	USM	U GOV	U SERV	TOTAL
Num	Num	Num	Num	Num	Num	Num	Num	Num	Num
2,211	313	319	113	72	142	1,055	16	391	4,631

Headcount is an average of the number of regular staff on October 31, 2018 and October 31, 2019.

Turnover Formula

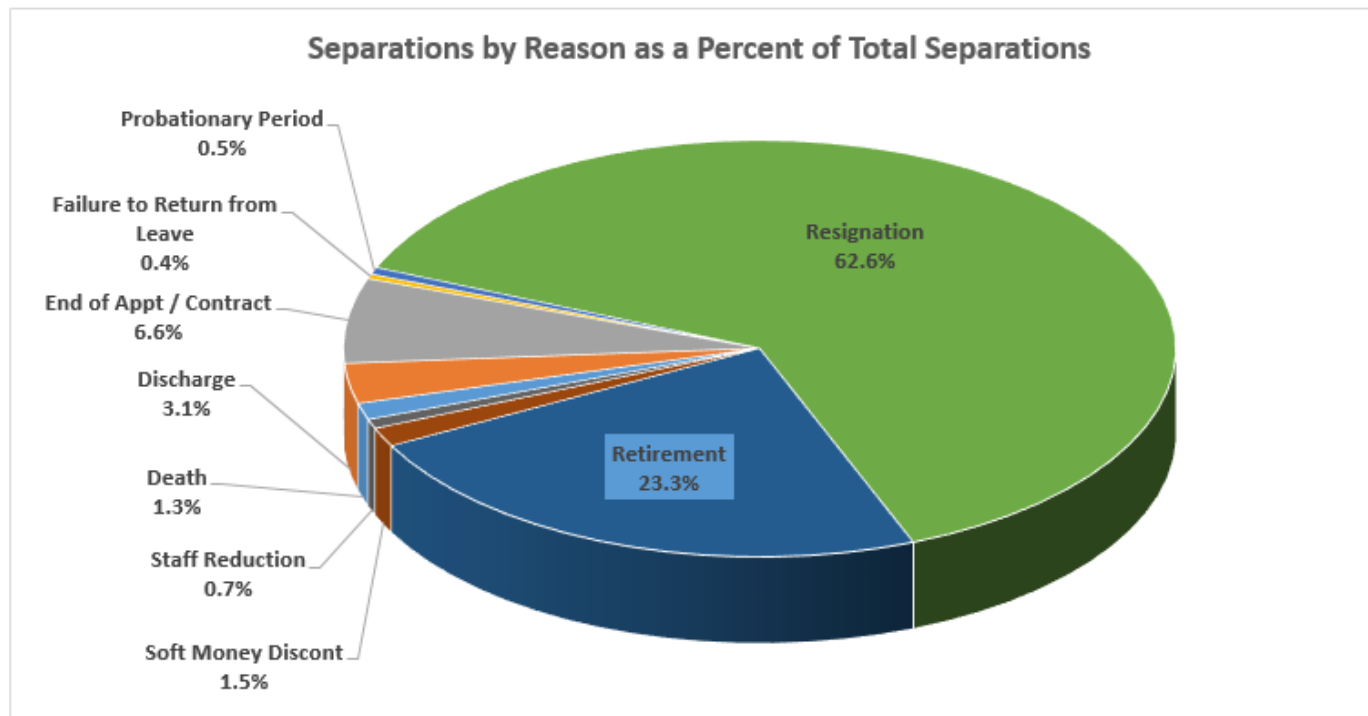
$$\frac{\text{\# of separations}}{\text{average employee population}} \times 100 = \frac{546}{4,631} = 11.8\%$$

Employee by University - Percent of Population									
UM	UMA	UMF	UMFK	UMM	UMPI	USM	U GOV	U SERV	TOTAL
Per	Per	Per	Per	Per	Per	Per	Per	Per	Per
47.7%	6.7%	6.9%	2.4%	1.5%	3.1%	22.8%	0.3%	8.4%	100.0%

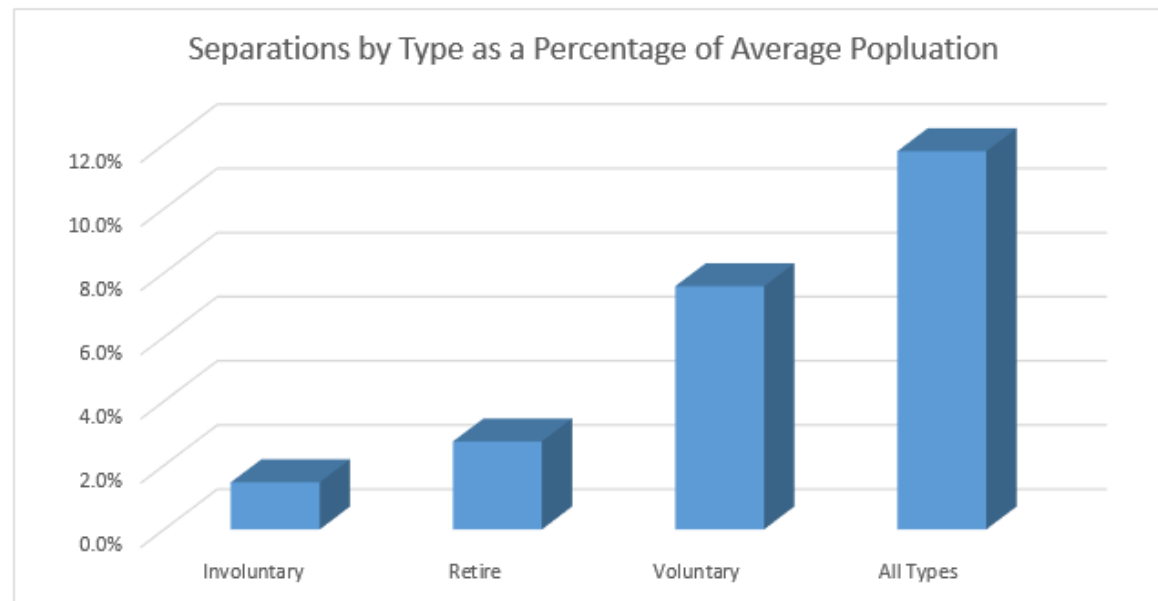


Separations by Reason by University										
Campus	Death	Discharge	End of Appt / Contract	Failure to Return from Leave	Probationary Period	Resignation	Retirement	Soft Money Discont	Staff Reduction	Total
UM	2	4	22	1	2	158	54	7	1	251
UMA		3	1			29	11			44
UMF		2	2			16	7			27
UMFK			3			7	7			17
UMM						10	2		1	13
UMPI			1			7	3			11
USM	4	7	6	1	1	79	35	1	2	136
U GOV						5				5
U SVC	1	1	1			31	8			42
Total	7	17	36	2	3	342	127	8	4	546

Separations by Reason as a Percent of Total Separations								
Death	Discharge	End of Appt / Contract	Failure to Return from Leave	Probationary Period	Resignation	Retirement	Soft Money Discont	Staff Reduction
1.3%	3.1%	6.6%	0.4%	0.5%	62.6%	23.3%	1.5%	0.7%

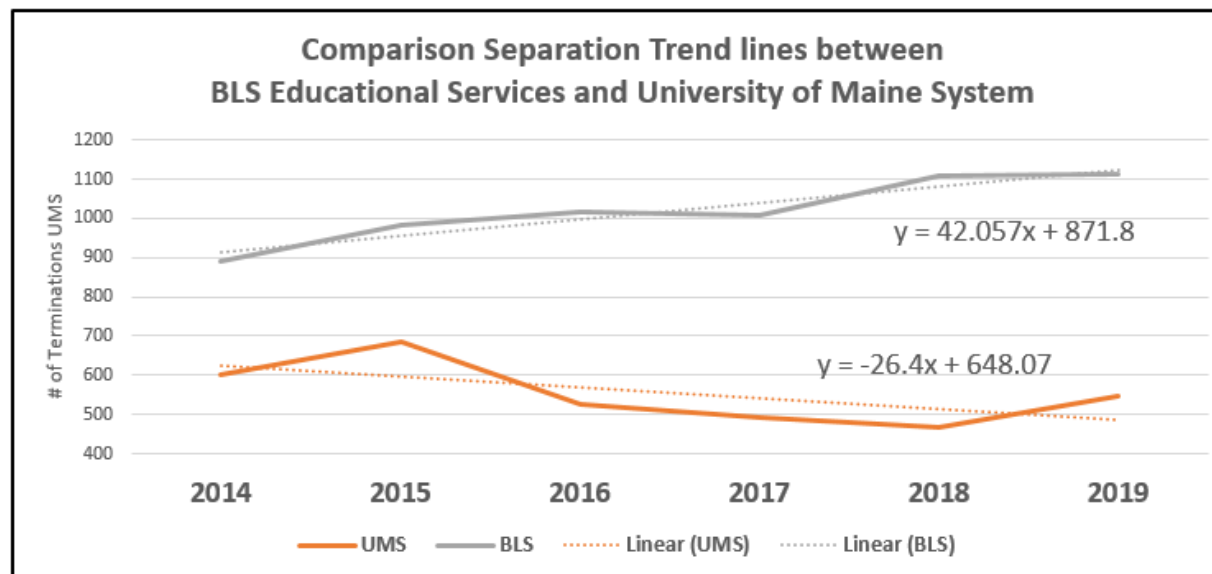


Separation Rate - Resignations and Total Separations as a Percent of University Population									
UM		UMA		UMF		UMFK		UMM	
Resig	All	Resig	All	Resig	All	Resig	All	Resig	All
7.1%	11.4%	9.3%	14.1%	5.0%	8.5%	6.2%	15.0%	14.0%	18.2%
UMPI		USM		U GOV		U SERV		TOTAL	
Resig	All	Resig	All	Resig	All	Resig	All	Resig	All
4.9%	7.7%	7.5%	12.9%	31.3%	31.3%	7.9%	10.7%	7.4%	11.8%



Average Years of 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
Involuntary	6.2	2.3	7.3	1.1	5.0	5.0	2.6		4.7	4.8
Retirement	27.4	28.4	20.6	25.3	23.9	17.5	25.1		26.9	26.1
Voluntary	4.4	4.9	3.8	3.9	2.5	6.6	3.8	8.6	5.4	4.4
Total	9.6	10.5	8.7	12.2	6.0	9.4	9.1	8.6	9.5	9.5

Terminations by Years of Service						
	Less Than One Year	One Year	Two Years	Three Years	Four Years	Over Five Years
Number of Terminations	89	84	54	46	15	258



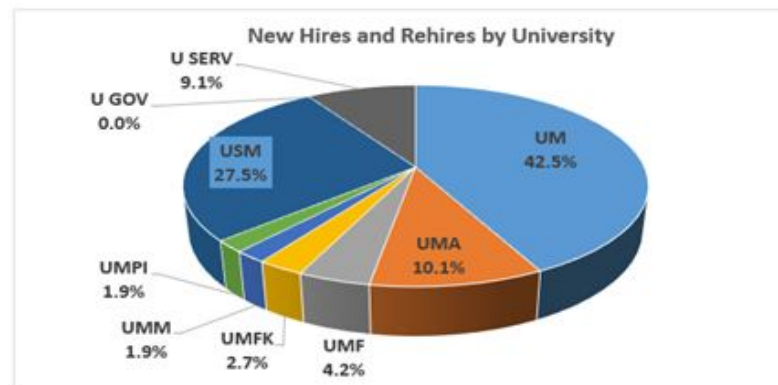
$$\text{Retention} = \frac{\text{final \# of employees}}{\text{initial \# of employees}} \times 100$$

Retention by University as Percent of Campus Population																			
UM		UMA		UMF		UMFK		UMM		UMPI		USM		U GOV		U SERV		TOTAL	
Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%
1,958	88.6%	261	83.5%	292	91.5%	99	87.6%	60	83.9%	130	91.5%	914	86.6%	13	81.3%	346	88.5%	4,073	88.0%

New Hires and Rehires by Number and Percent of Campus Population																			
UM		UMA		UMF		UMFK		UMM		UMPI		USM		U GOV		U SERV		TOTAL	
Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%
201	9.1%	48	15.4%	20	6.3%	13	11.5%	9	12.6%	9	6.3%	130	12.3%	0	0.0%	43	11.0%	473	10.2%

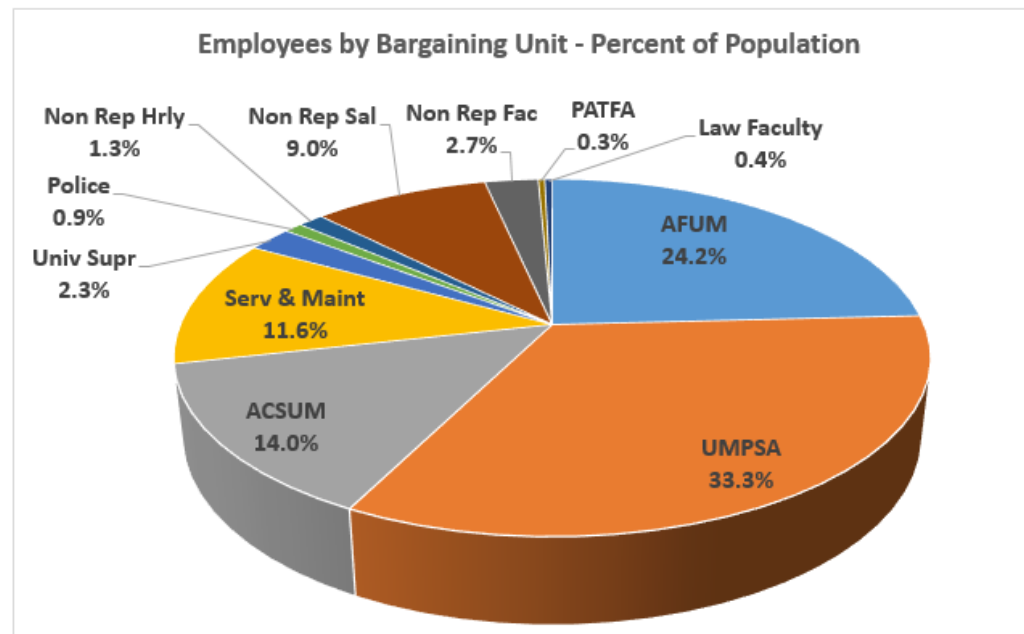
New Appointments and Transfers by Number and Percent of Campus Population																			
UM		UMA		UMF		UMFK		UMM		UMPI		USM		U GOV		U SERV		TOTAL	
Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%
147	6.7%	29	9.3%	21	6.6%	10	8.8%	10	14.0%	12	8.5%	83	7.9%	4	25.0%	28	7.2%	344	7.4%

New Hires and Rehires by University																			
UM		UMA		UMF		UMFK		UMM		UMPI		USM		U GOV		U SERV		TOTAL	
Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%
201	42.5%	48	10.1%	20	4.2%	13	2.7%	9	1.9%	9	1.9%	130	27.5%	0	0.0%	43	9.1%	473	100.0%



Average Headcount - Regular Staff by Bargaining Unit											
AFUM	UMPSA	ACSUM	Serv & Maint	Univ Suprv	Police	Non Rep Hrly	Non Rep Sal	Non Rep Fac	PATFA	Law Faculty	Total
Num	Num	Num	Num	Num	Num	Num	Num	Num	Num	Num	Num
1,120	1,544	648	536	105	43	61	416	127	16	18	4,631

Employees by Bargaining Unit - Percent of Population											
AFUM	UMPSA	ACSUM	Serv & Maint	Univ Supr	Police	Non Rep Hrly	Non Rep Sal	Non Rep Fac	PATFA	Law Faculty	Total
Per	Per	Per	Per	Per	Per	Per	Per	Per	Per	Per	Per
24.2%	33.3%	14.0%	11.6%	2.3%	0.9%	1.3%	9.0%	2.7%	0.3%	0.4%	100.0%

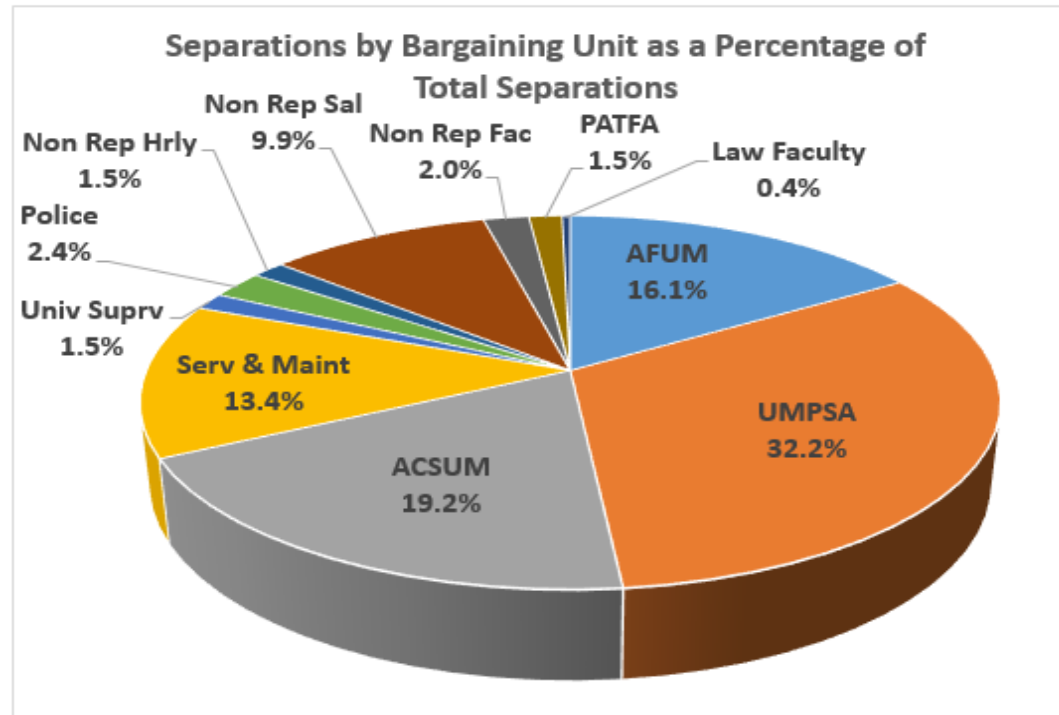


Separations by Reason by Bargaining Unit										
Union	Death	Discharge	End of Appt / Contract	Failure to Return from Leave	Probationary Period	Resignation	Retirement	Soft Money Discont	Staff Reduction	Total
AFUM	3	2	11			33	39			88
UMPSA		4	18	1	1	116	28	5	3	176
ACSUM	1	3	1		1	78	19	2		105
Serv & Maint	2	5		1	1	50	14			73
Univ Supr		1				4	3			8
Police		2	1			9	1			13
Non Rep Hrly			1			6	1			8
Non Rep Sal	1		2			34	16		1	54
Non Rep Fac						6	5			11
PATFA			2			5		1		8
Law Faculty						1	1			2
Total	7	17	36	2	3	342	127	8	4	546

Separation Rate - Resignations and Total Separations as a Percent of Bargaining Unit Population											
AFUM		UMPSA		ACSUM		Serv & Maint		Univ Suprv		Police	
Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All
2.9%	7.9%	7.5%	11.4%	12.0%	16.2%	9.3%	13.6%	3.8%	7.6%	20.9%	30.2%
Non Rep Hrly		Non Rep Sal		Non Rep Fac		PATFA		Law Faculty		Total	
Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All
9.8%	13.1%	8.2%	13.0%	4.7%	8.7%	32.3%	51.6%	5.7%	11.4%	7.4%	11.8%

Average Years of Service by Separation Reason by Bargaining Unit											
	AFUM	UMPSA	ACSUM	Serv & Maint	Univ Suprv	Police	Non Rep Hrly	Non Rep Sal	Non Rep Fac	PATFA	Law Faculty
	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs
Involuntary	7.8	3.6	5.2	3.4	3.5	5.4	0.2	2.5		10.7	
Retire	30.8	24.4	25.5	19.5	33.3	11.6	14.4	24.2	28.2		14.1
Voluntary	5.7	3.8	4.0	3.5	4.8	3.7	2.4	7.4	4.8	8.2	4.0
Total	17.1	7.0	8.0	6.6	15.4	4.7	3.6	12.1	15.4	9.2	9.0

Separations by Bargaining Unit as a Percentage of Total Separations											
AFUM	UMPSA	ACSUM	Serv & Maint	Univ Suprv	Police	Non Rep Hrly	Non Rep Sal	Non Rep Fac	PATFA	Law Faculty	Total
Per	Per	Per	Per	Per	Per	Per	Per	Per	Per	Per	Per
16.1%	32.2%	19.2%	13.4%	1.5%	2.4%	1.5%	9.9%	2.0%	1.5%	0.4%	100.0%



Retention by Bargaining Unit by Number and Percent											
AFUM		UMPSA		ACSUM		Serv & Maint		Univ Suprv		Police	
Num	Pct	Num	Pct	Num	Pct	Num	Pct	Num	Pct	Num	Pct
1,026	91.6%	1,338	86.7%	557	86.0%	461	86.1%	98	93.3%	33	76.7%
Non Rep Hrly		Non Rep Sal		Non Rep Fac		PATFA		Law Faculty		Total	
Num	Pct	Num	Pct	Num	Pct	Num	Pct	Num	Pct	Num	Pct
57	93.4%	362	87.0%	117	92.5%	8	51.6%	16	91.4%	4,073	88.0%

New Hires and Rehires by Number and Percent of Bargaining Unit Population											
AFUM		UMPSA		ACSUM		Serv & Maint		Univ Suprv		Police	
Num	Pct	Num	Pct	Num	Pct	Num	Pct	Num	Pct	Num	Pct
71	15.0%	172	36.4%	94	19.9%	74	15.6%	6	1.3%	8	1.7%
Non Rep Hrly		Non Rep Sal		Non Rep Fac		PATFA		Law Faculty		Total	
Num	Pct	Num	Pct	Num	Pct	Num	Pct	Num	Pct	Num	Pct
6	1.3%	31	6.6%	7	1.5%	3	0.6%	1	0.2%	473	100.0%

New Appointments and Transfers by Number and Percent of Bargaining Unit Population											
AFUM		UMPSA		ACSUM		Serv & Maint		Univ Suprv		Police	
Num	Pct	Num	Pct	Num	Pct	Num	Pct	Num	Pct	Num	Pct
63	18.3%	138	40.1%	44	12.8%	36	10.5%	4	1.2%	4	1.2%
Non Rep Hrly		Non Rep Sal		Non Rep Fac		PATFA		Law Faculty		Total	
Num	Pct	Num	Pct	Num	Pct	Num	Pct	Num	Pct	Num	Pct
3	0.9%	44	12.8%	6	1.7%	1	0.3%	1	0.3%	344	100.0%