

Board of Trustees  
**Human Resources / Labor Relations Committee**

May 3, 2021  
1:00 PM to 3:00 PM  
ZOOM

The public is invited to view the meeting on YouTube. The link to the Board of Trustees YouTube page can be found the Board website: <https://www.maine.edu/board-of-trustees/>

**Executive Session**

The Human Resources & Labor Relations Committee will enter Executive Session under the provisions of: 1 MRSA Section 405 6-A & 6-D.

Following the Executive Session, the Human Resources/Labor Relations Committee will reconvene the public meeting to discuss the following items:

**AGENDA**

- TAB 1      [Workforce Profile Report, 2020](#)
- TAB 2      [Turnover Analysis, November 1, 2019 – October 31, 2020](#)

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.*

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Workforce Profile Report, 2020

**INITIATED BY:** Sven Bartholomew, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

N/A

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**BACKGROUND:**

Chief Human Resources Officer Carol Corcoran will present the findings of this Annual Report created to inform both management and the Board of Trustees of specific demographics as pertains to the composition of the UMS workforce.

4/22/21

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## 2020 Workforce Profile

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Office of Human Resources

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## Workforce Profile Highlights

The Workforce Profile is an overview of the UMS workforce, reflecting full-time and part-time regular employees. This represents the 4,551 regular employees that were actively receiving a paycheck as of October 31, 2020. Additionally, there were 836 part time faculty members teaching in the Fall 2020 semester.

### Count and Gender by Category

- Of the 4,551 UMS employees reported: 2.2 % are administrators, 27.2 % are faculty, 42.1 % are salaried staff, and 28.5 % are hourly paid staff.
- Overall, between the seven campuses, women make up a slight minority of full-time faculty at 48.1 % of the population. UMA, UMF, Maine Law and USM have women comprise the majority of full-time faculty at their locations.
- 49% of the administrators are women.
- There are 98 administrators, 72 of whom are in the Management Group. In the Management Group women make up a slight majority at 51.4 % of the cohort.
- Most of the regular hourly employee cohort consists of women at 53.2 % of the population.

### Average Salary by Category

- The average annual salary for administrators is \$ 149,973; \$82,700 for faculty; \$56,672 for salaried staff; and \$34,200 for hourly staff.
- 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 51. These averages have held steady with little variation over the past few years.
- A significant proportion of administrators (52 %) are 55 or older.
- Almost half of the faculty (45.2 %) and hourly (48.9 %) are 55 or older while a slight majority is under that range.
- A large majority of salaried employees (70 %) are under the age of 55.

### Highest Degree

- As would be expected, a high number of faculty (72.4 %) hold doctoral degrees. Administrators (40.8 %) also hold a significant number of terminal degrees.
- 16 % of hourly staff have self-reported a baccalaureate or higher degree. 59 % of salaried employees report holding a baccalaureate or higher degree.
- Education level was not reported by 29.7 % of employees.

### **Race and Ethnicity**

- There is limited diversity as measured in the federal ethnicity categories. Overall, 6.9 % of employees system wide report a minority race/ethnicity. This is an increase over 6.2 % minority self-reported last year.
- The University of Southern Maine at 9.7 % and the University of Maine at 7.8 % have the highest reported minority populations.
- The University of Maine reports the highest quantity of minority employees with 157 employees followed by the University of Southern Maine with 103 employees identifying as such.

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

- UMS has many long-service employees. Average length of service ranges from 10.0 years for salaried staff to 14.4 years for administrators.
- 40.6 % of faculty and more than 45.9 % of administrators have 15 or more years of service.
- The University of Maine at Farmington has the highest average years of service for all employment categories at 13.6 years. The University of Southern Maine have the lowest average years of service at 10.5 years.

### **Part-Time Faculty**

- In the Fall 2020 semester, there were approximately 836 Part-Time Faculty teaching 4653 credit hours of course work. The University of Southern Maine employs the most Part-Time Faculty with 365 (43.7 %), followed by the University of Maine with 193 (23.1 %) and then the University of Maine at Augusta with 131 (15.7 %).

UMS - OHR

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### 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**

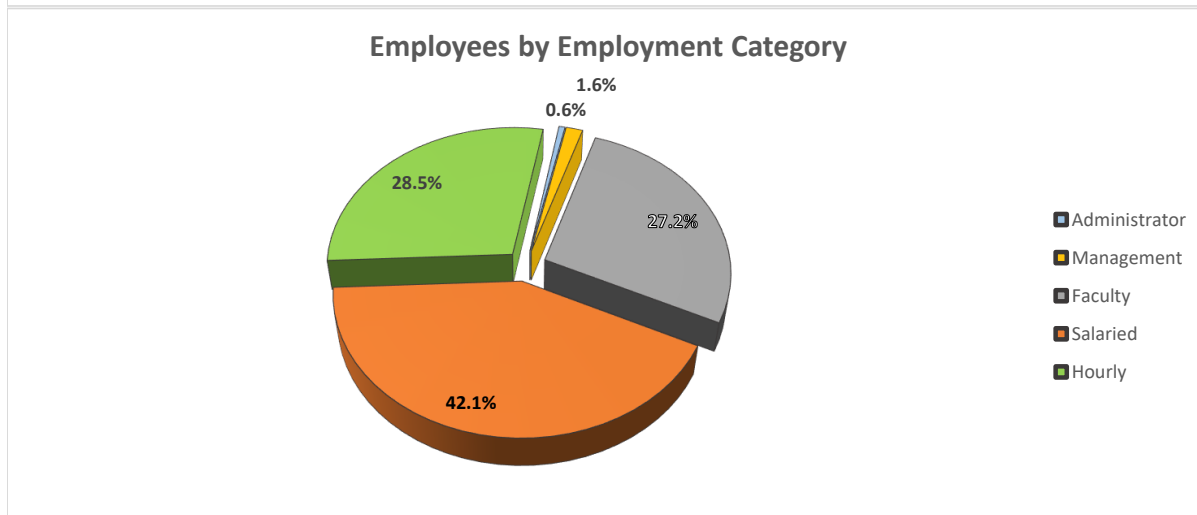
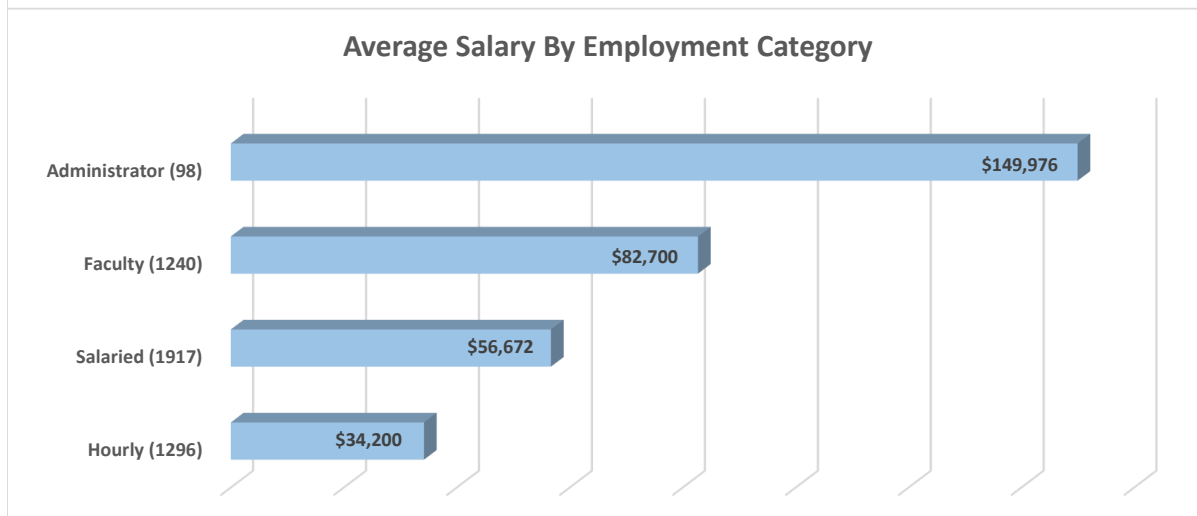
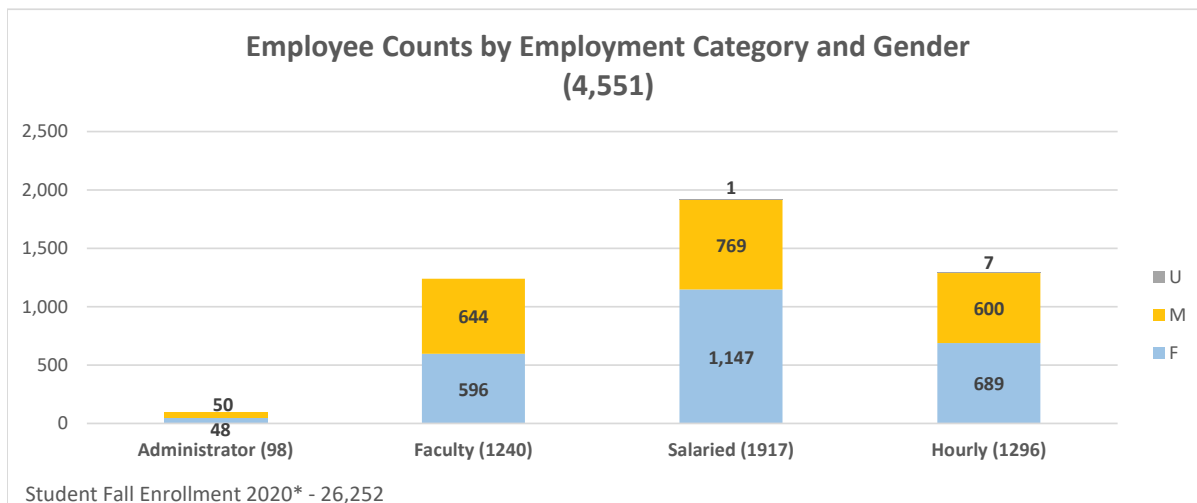
All individuals employed for the primary purpose of performing academic support, student service and institutional support, whose assignments require either a baccalaureate degree or higher or experience of such kind and amount as to provide a comparable background. Includes employees with job titles 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:

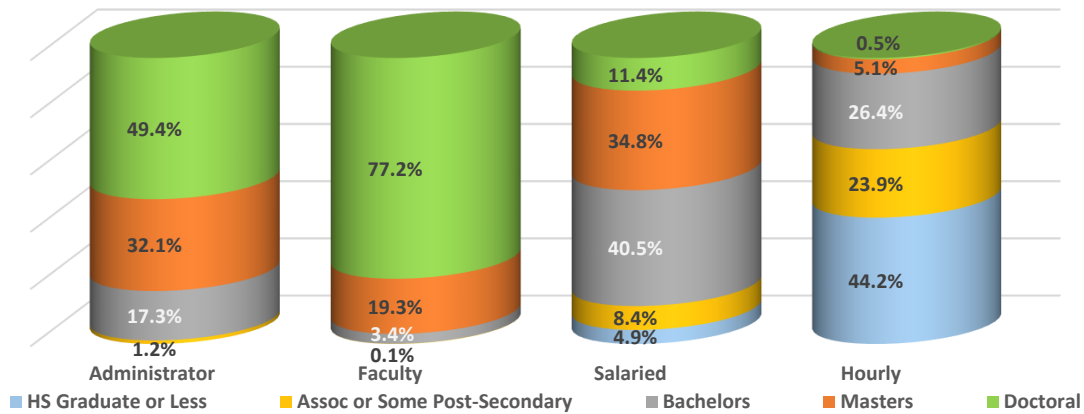
- Are technical or paraprofessional in nature (requires specialized knowledge or skills which may be acquired through experience, apprenticeship, on-the-job training or academic work in occupationally specific programs that result in a 2-year degree or other certificate or diploma). Includes such titles 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.





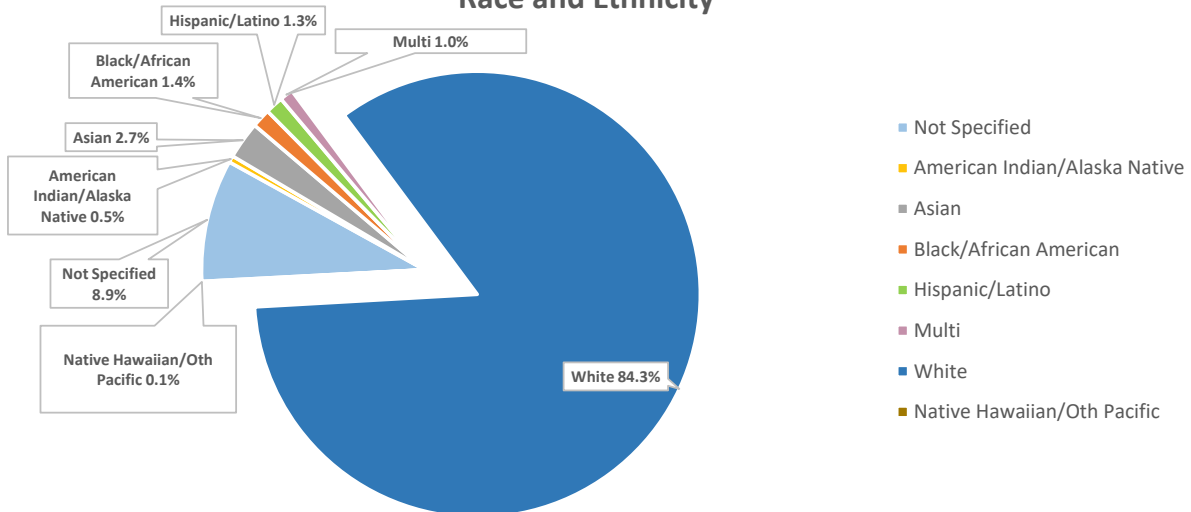
\* Student Fall Enrollment 2020 includes undergraduate and graduate students. The source is Fall 2020 Enrollment Report - The University of Maine System, Fall Semester Headcount by Campus  
UMS Early College student headcount is no longer reported together with student headcount

### Highest Degree by Employment Category \*

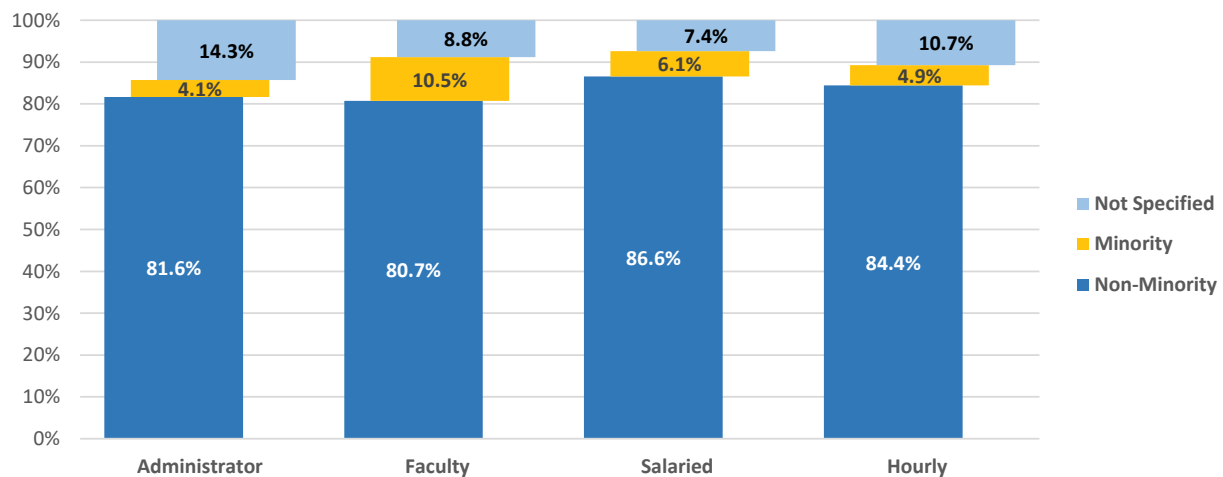


\* Percentage shown for Highest Degree is a percent of the total employees who reported education level; 1,350 employees did not indicate.

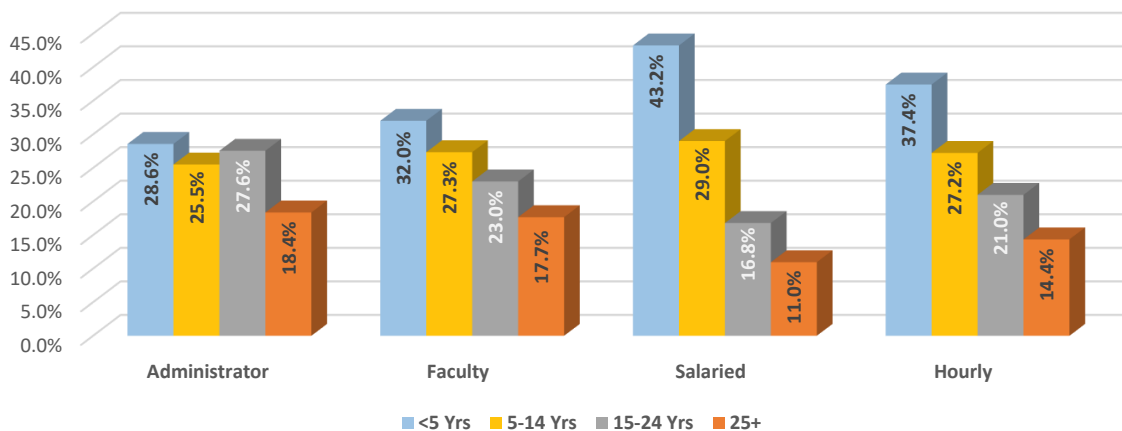
### Race and Ethnicity



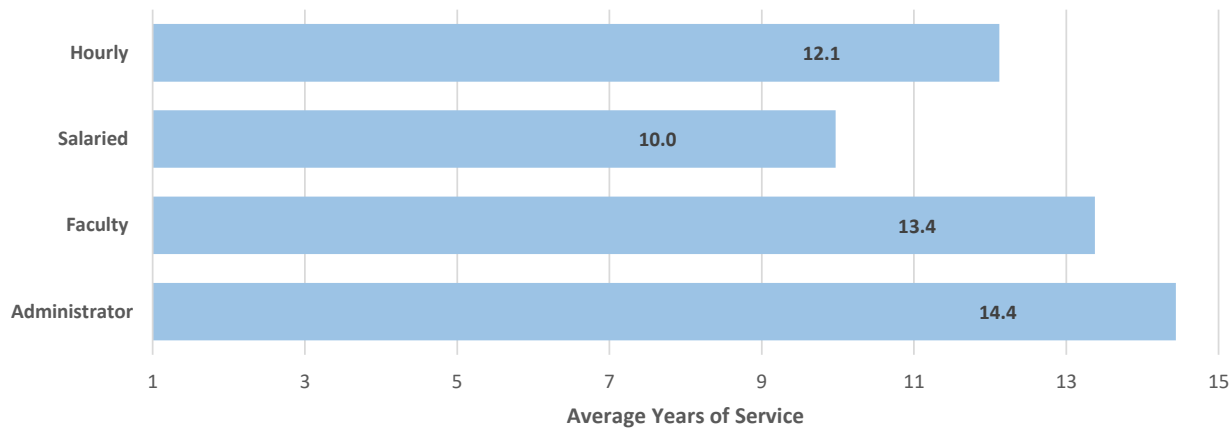
### Employee Minority Grouping by Employee Category



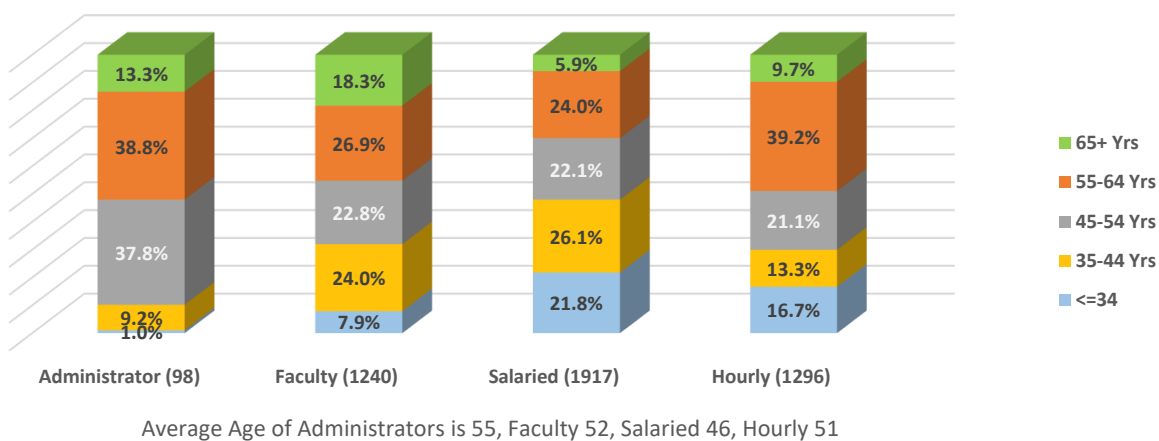
Years of Service by Employment Category



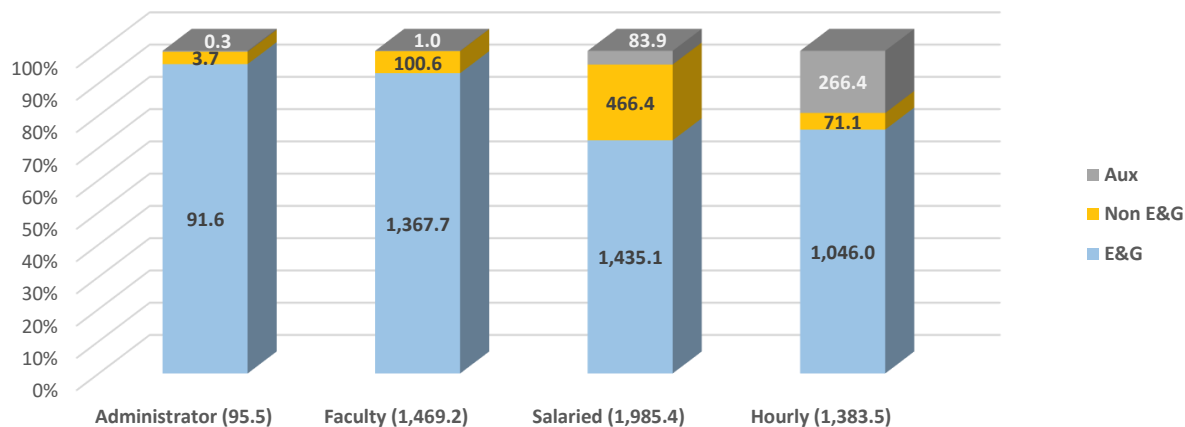
Average Years of Service by Employment Category



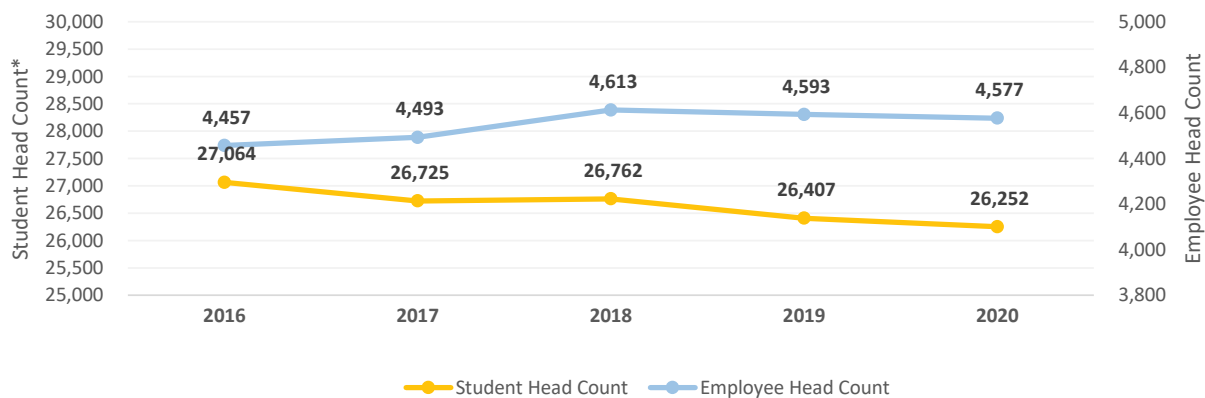
Age by Employment Category



## Full Time Equivalent by Funding Source

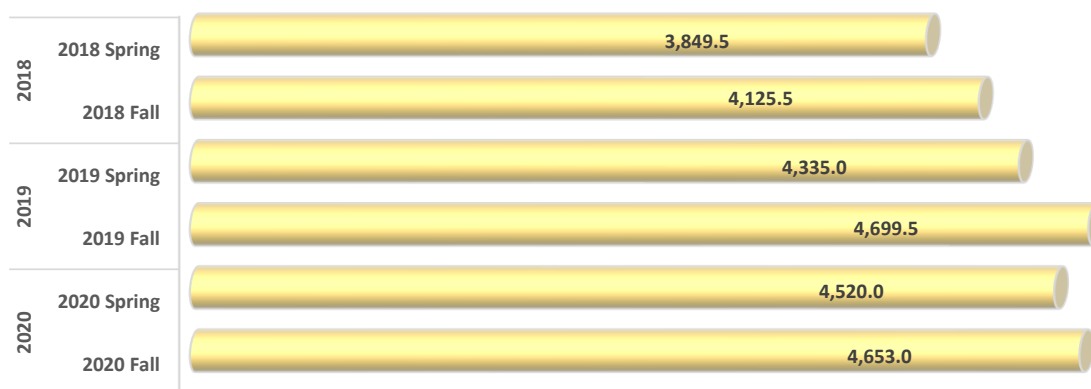


## Student vs. Employee Head Count



\* Student Head Count numbers were adjusted to match 2020 Fall Enrollment Report counts now that Early College students are no longer included

## Part-Time Faculty Association Credit Hours by Semester



## 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	U	Count	F	M	U	Count	F	M	U	Count	F	M	U	Count	F	M	U	Count
Administrators	48	50	0	98	12	14	0	26	5	3	0	8	5	4	0	9	3	1	0	4
Faculty	596	644	0	1,240	258	362	0	620	56	38	0	94	74	48	0	122	14	18	0	32
Salaried	1,147	769	1	1,917	435	374	0	809	83	39	0	122	56	35	1	92	19	17	0	36
Hourly	689	600	7	1,296	356	336	5	697	58	34	1	93	48	43	0	91	20	14	0	34
Total	2,480	2,063	8	4,551	1,061	1,086		2,147	202	114		316	183	130		314	56	50		106
Student Enrollment	26,252				11,326				3,407				1,803				950			

	University of Maine at Machias				University of Maine at Presque Isle				University of Southern Maine				University Governance				University Services				Maine Law			
	F	M	U	Count	F	M	U	Count	F	M	U	Count	F	M	U	Count	F	M	U	Count	F	M	U	Count
Administrators	0	1	0	1	2	3	0	5	4	11	0	15	7	6	0	13	9	6	0	15	1	1	0	2
Faculty	12	13	0	25	15	21	0	36	157	136	0	293	0	0	0	0	0	0	0	0	10	8	0	18
Salaried	15	3	0	18	39	19	0	58	335	126	0	461	0	1	0	1	141	154	0	295	24	1	0	25
Hourly	9	7	0	16	20	18	0	38	126	119	0	245	0	0	0	0	51	29	1	81	1	0	0	1
Total	36	24		60	76	61		137	622	392		1,014	7	7		14	201	189		391	36	10		46
Student Enrollment	498				1,022				6,987												259			

\* Student Enrollment counts from the University of Maine System - Fall 2020 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	98	149,976	26	163,051	8	135,414	9	108,555	4	128,209
Faculty	1,240	56,672	620	91,046	94	65,918	122	65,214	32	60,779
Salaried	1,917	34,200	809	57,059	122	48,677	92	48,722	36	46,673
Hourly	1,296	82,700	697	34,271	93	31,725	91	34,434	34	34,970
Total	4,551	59,374	2,152	60,751	317	51,005	314	52,704	106	50,254

	University of Maine at Machias		University of Maine at Presque Isle		University of Southern Maine		University Governance		University Services		Maine Law	
	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary
Administrators	1	144,200	5	116,187	15	150,352	13	175,863	15	147,826	2	200,600
Faculty	25	65,302	36	70,582	293	81,507	0	0	0	0	18	108,188
Salaried	18	43,582	58	44,379	461	56,633	1	95,696	295	65,822	25	55,959
Hourly	16	32,724	38	34,997	245	34,616	0	0	81	34,763	1	12,736
Total	60	51,413	137	51,283	1,014	59,887	14	170,137	391	62,534	46	81,746

## 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	98	55	26	57	8	58	9	55	4	51
Faculty	1,240	46	620	50	94	55	122	53	32	52
Salaried	1,917	51	809	45	122	49	92	44	36	42
Hourly	1,296	52	697	51	93	50	91	54	34	52
Total	4,551	49	2,152	49	317	51	314	51	106	48

	University of Maine at Machias		University of Maine at Presque Isle		University of Southern Maine		University Governance		University Services		Maine Law	
	Count	Avg Age	Count	Avg Age	Count	Avg Age	Count	Avg Age	Count	Avg Age	Count	Avg Age
Administrators	1	53	5	55	15	55	13	53	15	53	2	54
Faculty	25	56	36	54	293	53	0	0	0	0	18	49
Salaried	18	48	58	46	461	46	1	66	295	48	25	48
Hourly	16	53	38	55	245	48	0	0	81	47	1	60
Total	60	52	137	51	1,014	49	14	54	391	48	46	49

## 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		1	0.0%	9	0.2%	37	0.8%	38	0.8%	13	0.3%	98	2.2%
Faculty		98	2.2%	298	6.5%	283	6.2%	334	7.3%	228	5.0%	1,241	27.3%
Salaried		418	9.2%	501	11.0%	424	9.3%	461	10.1%	112	2.5%	1,916	42.1%
Hourly		216	4.7%	172	3.8%	274	6.0%	508	11.2%	126	2.8%	1,296	28.5%
Total		733	16.1%	980	21.5%	1,018	22.4%	1,341	29.5%	479	10.5%	4,551	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		1	0.0%	0	0.0%	8	0.4%	12	0.6%	5	0.2%	26	1.2%
Faculty		60	2.8%	179	8.3%	117	5.4%	164	7.6%	100	4.6%	620	28.8%
Salaried		209	9.7%	218	10.1%	155	7.2%	187	8.7%	40	1.9%	809	37.6%
Hourly		103	4.8%	92	4.3%	156	7.2%	281	13.1%	65	3.0%	697	32.4%
Total		373	17.3%	489	22.7%	436	20.3%	644	29.9%	210	9.8%	2,152	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%	4	1.3%	2	0.6%	8	2.5%
Faculty		5	1.6%	18	5.7%	22	6.9%	21	6.6%	28	8.8%	94	29.7%
Salaried		12	3.8%	36	11.4%	30	9.5%	31	9.8%	13	4.1%	122	38.5%
Hourly		19	6.0%	10	3.2%	22	6.9%	31	9.8%	11	3.5%	93	29.3%
Total		36	11.4%	65	20.5%	75	23.7%	87	27.4%	54	17.0%	317	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	1.0%	4	1.3%	1	0.3%	9	2.9%
Faculty		4	1.3%	27	8.6%	32	10.2%	39	12.4%	20	6.4%	122	38.9%
Salaried		22	7.0%	24	7.6%	22	7.0%	23	7.3%	1	0.3%	92	29.3%
Hourly		4	1.3%	11	3.5%	22	7.0%	46	14.6%	8	2.5%	91	29.0%
Total		30	9.6%	63	20.1%	79	25.2%	112	35.7%	30	9.6%	314	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	1.9%	1	0.9%	0	0.0%	4	3.8%
Faculty		3	2.8%	4	3.8%	11	10.4%	7	6.6%	7	6.6%	32	30.2%
Salaried		14	13.2%	6	5.7%	8	7.5%	6	5.7%	2	1.9%	36	34.0%
Hourly		4	3.8%	7	6.6%	3	2.8%	19	17.9%	1	0.9%	34	32.1%
Total		21	19.8%	18	17.0%	24	22.6%	33	31.1%	10	9.4%	106	100.0%
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	1.7%	0	0.0%	0	0.0%	1	1.7%
Faculty		0	0.0%	5	8.3%	5	8.3%	10	16.7%	5	8.3%	25	41.7%
Salaried		4	6.7%	3	5.0%	4	6.7%	5	8.3%	2	3.3%	18	30.0%
Hourly		2	3.3%	1	1.7%	2	3.3%	11	18.3%	0	0.0%	16	26.7%
Total		6	10.0%	9	15.0%	12	20.0%	26	43.3%	7	11.7%	60	100.0%



## Age by Employment Category\*

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%	0	0.0%	2	1.5%	3	2.2%	0	0.0%	5	3.6%
Faculty	2	1.5%	5	3.6%	12	8.8%	8	5.8%	9	6.6%	36	26.3%
Salaried	11	8.0%	19	13.9%	8	5.8%	14	10.2%	6	4.4%	58	42.3%
Hourly	3	2.2%	2	1.5%	9	6.6%	19	13.9%	5	3.6%	38	27.7%
Total	16	11.7%	26	19.0%	31	22.6%	44	32.1%	20	14.6%	137	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%	1	0.1%	6	0.6%	6	0.6%	2	0.2%	15	1.5%
Faculty	22	2.2%	55	5.4%	77	7.6%	83	8.2%	56	5.5%	293	28.9%
Salaried	109	10.7%	111	10.9%	102	10.1%	106	10.5%	33	3.3%	461	45.5%
Hourly	60	5.9%	32	3.2%	48	4.7%	75	7.4%	30	3.0%	245	24.2%
Total	191	18.8%	199	19.6%	233	23.0%	270	26.6%	121	11.9%	1,014	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%	8	57.1%	3	21.4%	1	7.1%	13	92.9%
Faculty	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	7.1%	1	7.1%
Salaried	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
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%	8	57.1%	3	21.4%	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%	6	1.5%	5	1.3%	1	0.3%	15	3.8%
Faculty	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Salaried	35	9.0%	77	19.7%	86	22.0%	84	21.5%	13	3.3%	295	75.4%
Hourly	21	5.4%	17	4.3%	12	3.1%	25	6.4%	6	1.5%	81	20.7%
Total	56	14.3%	97	24.8%	104	26.6%	114	29.2%	20	5.1%	391	100.0%
Maine Law												
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	2.2%	0	0.0%	0	0.0%	1	2.2%	2	4.3%
Faculty	2	4.3%	5	10.9%	7	15.2%	2	4.3%	2	4.3%	18	39.1%
Salaried	2	4.3%	7	15.2%	9	19.6%	5	10.9%	2	4.3%	25	54.3%
Hourly	0	0.0%	0	0.0%	0	0.0%	1	2.2%	0	0.0%	1	2.2%
Total	4	8.7%	13	28.3%	16	34.8%	8	17.4%	5	10.9%	46	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	17	0.4%	0	0.0%	1	0.0%	14	0.3%	26	0.6%	38	0.8%	96	2.1%
Faculty	76	1.7%	0	0.0%	1	0.0%	40	0.9%	224	5.0%	881	19.6%	1,222	27.1%
Salaried	607	13.5%	64	1.4%	107	2.4%	521	11.6%	452	10.0%	141	3.1%	1,892	42.0%
Hourly	644	14.3%	288	6.4%	156	3.5%	171	3.8%	33	0.7%	3	0.1%	1,295	28.7%
Total	1,344	29.8%	352	7.8%	265	5.9%	746	16.6%	735	16.3%	1,063	23.6%	4,505	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%	13	0.6%	26	1.2%
Faculty	41	1.9%	0	0.0%	0	0.0%	24	1.1%	96	4.5%	459	21.3%	620	28.8%
Salaried	261	12.1%	38	1.8%	43	2.0%	212	9.9%	177	8.2%	78	3.6%	809	37.6%
Hourly	362	16.8%	167	7.8%	87	4.0%	63	2.9%	17	0.8%	1	0.0%	697	32.4%
Total	666	30.9%	205	9.5%	130	6.0%	300	13.9%	300	13.9%	551	25.6%	2,152	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%	4	1.3%	4	1.3%	8	2.5%
Faculty	0	0.0%	0	0.0%	0	0.0%	3	0.9%	37	11.7%	54	17.0%	94	29.7%
Salaried	31	9.8%	3	0.9%	8	2.5%	29	9.1%	39	12.3%	12	3.8%	122	38.5%
Hourly	63	19.9%	11	3.5%	7	2.2%	9	2.8%	2	0.6%	1	0.3%	93	29.3%
Total	94	29.7%	14	4.4%	15	4.7%	41	12.9%	82	25.9%	71	22.4%	317	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	1.0%	5	1.6%	9	2.9%
Faculty	6	1.9%	0	0.0%	0	0.0%	0	0.0%	22	7.0%	94	29.9%	122	38.9%
Salaried	20	6.4%	2	0.6%	6	1.9%	35	11.1%	26	8.3%	3	1.0%	92	29.3%
Hourly	24	7.6%	35	11.1%	15	4.8%	15	4.8%	2	0.6%	0	0.0%	91	29.0%
Total	50	15.9%	37	11.8%	21	6.7%	51	16.2%	53	16.9%	102	32.5%	314	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	2	1.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	1.9%	4	3.8%
Faculty	3	2.8%	0	0.0%	1	0.9%	7	6.6%	9	8.5%	12	11.3%	32	30.2%
Salaried	14	13.2%	1	0.9%	1	0.9%	11	10.4%	8	7.5%	1	0.9%	36	34.0%
Hourly	9	8.5%	13	12.3%	3	2.8%	8	7.5%	1	0.9%	0	0.0%	34	32.1%
Total	28	26.4%	14	13.2%	5	4.7%	26	24.5%	18	17.0%	15	14.2%	106	100.0%

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	1.7%	1	1.7%
Faculty	3	5.0%	0	0.0%	0	0.0%	0	0.0%	5	8.3%	17	28.3%	25	41.7%
Salaried	6	10.0%	1	1.7%	2	3.3%	6	10.0%	3	5.0%	0	0.0%	18	30.0%
Hourly	5	8.3%	5	8.3%	5	8.3%	1	1.7%	0	0.0%	0	0.0%	16	26.7%
Total	14	23.3%	6	10.0%	7	11.7%	7	11.7%	8	13.3%	18	30.0%	60	100.0%

## Highest Degree by Employment Category

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	1.5%	5	3.6%
Faculty	3	2.2%	0	0.0%	0	0.0%	0	0.0%	14	10.2%	19	13.9%	36	26.3%
Salaried	21	15.3%	1	0.7%	2	1.5%	17	12.4%	16	11.7%	1	0.7%	58	42.3%
Hourly	13	9.5%	15	10.9%	6	4.4%	4	2.9%	0	0.0%	0	0.0%	38	27.7%
Total	38	27.7%	16	11.7%	8	5.8%	22	16.1%	31	22.6%	22	16.1%	137	100.0%

University of Southern Maine	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	1	0.1%	0	0.0%	0	0.0%	2	0.2%	5	0.5%	7	0.7%	15	1.5%
Faculty	20	2.0%	0	0.0%	0	0.0%	6	0.6%	41	4.0%	226	22.3%	293	28.9%
Salaried	113	11.1%	5	0.5%	14	1.4%	133	13.1%	154	15.2%	42	4.1%	461	45.5%
Hourly	120	11.8%	33	3.3%	21	2.1%	62	6.1%	8	0.8%	1	0.1%	245	24.2%
Total	254	25.0%	38	3.7%	35	3.5%	203	20.0%	208	20.5%	276	27.2%	1,014	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	7	50.0%	0	0.0%	1	7.1%	3	21.4%	1	7.1%	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%	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	8	57.1%	0	0.0%	1	7.1%	3	21.4%	1	7.1%	1	7.1%	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%	0	0.0%	0	0.0%	6	1.5%	2	0.5%	3	0.8%	15	3.8%
Faculty	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Salaried	140	35.8%	13	3.3%	31	7.9%	78	19.9%	29	7.4%	4	1.0%	295	75.4%
Hourly	48	12.3%	9	2.3%	12	3.1%	9	2.3%	3	0.8%	0	0.0%	81	20.7%
Total	192	49.1%	22	5.6%	43	11.0%	93	23.8%	34	8.7%	7	1.8%	391	100.0%

Maine Law	Degree													
	Not Indicated		HS Graduate		Associates		Bachelor's		Master's		Doctoral		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Administrators	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	4.3%	2	14.3%
Faculty	1	2.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	17	37.0%	18	128.6%
Salaried	5	10.9%	0	0.0%	2	4.3%	8	17.4%	2	4.3%	8	17.4%	25	178.6%
Hourly	0	0.0%	0	0.0%	0	0.0%	1	2.2%	0	0.0%	0	0.0%	1	7.1%
Total	6	13.0%	0	0.0%	2	4.3%	9	19.6%	2	4.3%	27	58.7%	46	328.6%

## Human Resources &amp; Labor Relations Committee Meeting - Workforce Profile Report, 2020

## Race and Ethnicity by Employment Category

	University of Maine System				University of Maine				University of Maine at Augusta				University of Maine at Farmington				University of Maine at Fort Kent			
	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %	Minority %	Non Minority %	Not Specified %	Total %
Administrators	0.1%	1.8%	0.3%	2.2%	0.1%	1.1%	0.0%	1.2%	0.0%	2.5%	0.0%	2.5%	0.3%	2.5%	0.0%	2.9%	0.0%	1.9%	1.9%	3.8%
Faculty	2.9%	22.0%	2.4%	27.2%	3.5%	21.7%	3.6%	28.8%	0.9%	27.1%	1.6%	29.7%	1.6%	36.3%	1.0%	38.9%	2.8%	27.4%	0.0%	30.2%
Salaried	2.5%	36.5%	3.1%	42.1%	2.6%	31.3%	3.7%	37.6%	1.3%	36.3%	0.9%	38.5%	0.6%	27.7%	1.0%	29.3%	3.8%	25.5%	4.7%	34.0%
Hourly	1.4%	24.0%	3.1%	28.5%	1.2%	26.2%	5.0%	32.4%	0.6%	26.8%	1.9%	29.3%	0.3%	28.3%	0.3%	29.0%	0.9%	29.2%	1.9%	32.1%
Total	6.9%	84.3%	8.9%	100.0%	7.3%	80.3%	12.4%	100.0%	2.8%	92.7%	4.4%	100.0%	2.9%	94.9%	2.2%	100.0%	7.5%	84.0%	8.5%	100.0%

	University of Maine at Machias				University of Maine at Presque Isle				University of Southern Maine				University Governance				University Services				Maine Law			
	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 %	Minority %	Non Minority %	Not Specified %	Total %
Administrators	0.0%	1.7%	0.0%	1.7%	0.0%	3.6%	0.0%	3.6%	0.0%	1.3%	0.2%	1.5%	0.0%	57.1%	35.7%	92.9%	0.3%	2.8%	0.8%	3.8%	0.0%	2.2%	2.2%	4.3%
Faculty	0.0%	41.7%	0.0%	41.7%	2.9%	22.6%	0.7%	26.3%	3.9%	23.3%	1.7%	28.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	28.3%	10.9%	39.1%
Salaried	0.0%	30.0%	0.0%	30.0%	0.7%	38.7%	2.9%	42.3%	3.7%	39.1%	2.7%	45.5%	0.0%	0.0%	7.1%	7.1%	3.1%	68.0%	4.3%	75.4%	0.0%	52.2%	2.2%	54.3%
Hourly	0.0%	21.7%	5.0%	26.7%	2.2%	23.4%	2.2%	27.7%	2.5%	20.5%	1.2%	24.2%	0.0%	0.0%	0.0%	0.0%	1.5%	18.2%	1.0%	20.7%	0.0%	2.2%	0.0%	2.2%
Total	0.0%	95.0%	5.0%	100.0%	5.8%	88.3%	5.8%	100.0%	10.2%	84.1%	5.7%	100.0%	0.0%	57.1%	42.9%	100.0%	4.9%	89.0%	6.1%	100.0%	0.0%	84.8%	15.2%	100.0%

## Years of Service by Employment Category

<b>University of Maine System</b>					
	Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total
	Count	Count	Count	Count	Count
Administrators	28	25	27	18	98
Faculty	397	339	285	219	1,240
Salaried	829	556	322	210	1,917
Hourly	485	353	272	186	1,296
Total	1,739	1,273	906	633	4,551

<b>University of Maine</b>					
	Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total
	Count	Count	Count	Count	Count
Administrators	7	6	8	5	26
Faculty	195	166	143	116	620
Salaried	365	226	116	102	809
Hourly	233	195	159	110	697
Total	800	593	426	333	2,152

<b>University of Maine at Augusta</b>					
	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	2	8
Faculty	30	27	17	20	94
Salaried	44	44	19	15	122
Hourly	44	31	11	7	93
Total	120	103	50	44	317

<b>University of Maine at Farmington</b>					
	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	28	43	29	22	122
Salaried	40	29	14	9	92
Hourly	23	21	28	19	91
Total	93	94	75	52	314

<b>University of Maine at Fort Kent</b>					
	Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total
	Count	Count	Count	Count	Count
Administrators	2	1	1	0	4
Faculty	9	12	8	3	32
Salaried	19	10	4	3	36
Hourly	11	9	8	6	34
Total	41	32	21	12	106

<b>University of Maine at Machias</b>					
	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	5	7	7	6	25
Salaried	10	6	0	2	18
Hourly	7	3	5	1	16
Total	22	17	12	9	60

## Years of Service by Employment Category

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	0	1	3	1	5
Faculty	5	13	13	5	36
Salaried	28	20	6	4	58
Hourly	10	17	6	5	38
Total	43	51	28	15	137

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	4	4	5	2	15
Faculty	119	65	62	47	293
Salaried	208	121	91	41	461
Hourly	115	54	43	33	245
Total	446	244	201	123	1,014

University Governance					
	Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total
	Count	Count	Count	Count	Count
Administrators	4	6	1	2	13
Faculty	0	0	0	0	0
Salaried	0	1	0	0	1
Hourly	0	0	0	0	0
Total	4	7	1	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	6	3	2	4	15
Faculty	0	0	0	0	-
Salaried	105	92	66	32	295
Hourly	42	22	12	5	81
Total	153	117	80	41	391

Maine Law					
	Years of Service				
	< 5 Years Svc	5 - 14 Yrs	15 - 24 Yrs	25 Plus Yrs	Total
	Count	Count	Count	Count	Count
Administrators	1	1	0	0	2
Faculty	6	6	6	0	18
Salaried	10	7	6	2	25
Hourly	0	1	0	0	1
Total	17	15	12	2	46

## 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		Maine Law	
Administrators	14.4	15.0	18.0	18.2	8.3	12.0	20.4	13.7	11.5	13.7	4.5											
Faculty	10.0	9.9	10.6	9.9	7.8	6.9	8.2	9.6	5.0	11.2	10.0											
Salaried	12.1	13.1	8.3	16.0	13.8	9.8	12.5	10.4	0.0	8.5	12.0											
Hourly	13.4	13.9	14.1	14.3	10.9	17.4	14.6	11.8	0.0	0.0	9.8											
Average Yrs Svc	11.6	12.1	11.2	13.6	10.7	12.1	11.5	10.5	11.0	10.8	9.7											

## 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	Maine Law
Administrators	72	17	7	5	3	1	4	9	13	12	1
Management Grp	26	9	1	4	1	0	1	6	0	3	1
Faculty	1,240	620	94	122	32	25	36	293	0	0	18
Salaried	1,917	809	122	92	36	18	58	461	1	295	25
Hourly	1,296	697	93	91	34	16	38	245	0	81	1
Total	4,551	2,152	317	314	106	60	137	1,014	14	391	46



## 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	91.6	3.7	0.3	95.5	25.0	1.0	0.0	26.0	7.1	1.0	0.0	8.0	9.0	0.0	0.0	9.0	3.0	0.0	0.0	3.0
Faculty	1,367.7	100.6	1.0	1,469.2	593.8	80.4	0.6	674.8	125.8	1.2	0.0	127.0	124.0	4.3	0.2	128.5	45.6	1.2	0.2	47.0
Salaried	1,435.1	466.4	83.9	1,985.4	546.4	220.0	63.3	829.7	90.2	25.7	2.0	118.0	81.1	13.4	6.0	100.5	38.9	2.5	1.3	42.7
Hourly	1,046.0	71.1	266.4	1,383.5	498.1	35.3	205.6	739.0	90.0	4.1	1.0	95.1	70.8	2.8	23.0	96.6	27.1	1.0	5.0	33.1
Total	3,940.3	641.8	351.6	4,933.7	1,663.3	336.7	269.5	2,269.5	313.1	31.9	3.0	348.1	285.0	20.5	29.2	334.6	114.6	4.7	6.5	125.8

University of Maine at Machias				University of Maine at Presque Isle				University of Southern Maine				University Governance				University Services				Maine Law				
	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	E&G	Non E&G	Aux	Total
Administrators	1.0	0.0	0.0	1.0	4.5	0.5	0.0	5.0	13.5	1.3	0.3	15.0	13.5	0.0	0.0	13.5	14.0	0.0	0.0	14.0	1.0	0.0	0.0	1.0
Faculty	35.3	0.2	0.0	35.5	44.0	2.5	0.0	46.5	372.7	9.7	0.0	382.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	26.4	1.1	0.0	27.5
Salaried	16.9	0.0	1.0	17.9	40.2	13.2	1.4	54.8	306.7	183.3	9.0	499.0	1.0	0.0	0.0	1.0	288.4	7.2	0.0	295.6	25.3	1.0	0.0	26.3
Hourly	15.0	0.0	1.9	16.9	39.3	2.5	2.2	44.0	224.7	22.1	27.8	274.6	0.0	0.0	0.0	0.0	79.9	2.1	0.0	82.0	1.1	1.3	0.0	2.4
Total	68.3	0.2	2.9	71.4	128.0	18.7	3.6	150.2	917.6	216.4	37.1	1,171.0	14.5	0.0	0.0	14.5	382.2	9.3	0.0	391.6	53.7	3.4	0.0	57.1

## 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 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
Spring 2020	869	4,520.0	1,601	218	1,080.5	395	134	708.0	242	49	334.0	81	48	294.5	89
Fall 2020	836	4,653.0	1,643	193	1,011.0	369	131	749.0	258	48	294.0	81	52	346.0	94

	University of Maine at Machias			University of Maine at Presque Isle			University of Southern Maine			Maine Law		
	Count	Credit Hrs	Courses Taught	Count	Credit Hrs	Courses Taught	Count	Credit Hrs	Courses Taught	Count	Credit Hrs	Courses Taught
Spring 2018	35	130.5	52	39	182.0	59	346	1,316.0	497	3	7.0	3
Fall 2018	35	129.0	51	44	222.0	73	363	1,472.5	551	1	3.0	1
Spring 2019	33	143.0	53	45	265.0	87	373	1,617.5	624	1	6.0	1
Fall 2019	37	149.0	60	38	243.0	81	364	1,717.5	666	2	5.0	2
Spring 2020	31	117.0	43	44	272.0	89	358	1,708.0	661	1	6.0	1
Fall 2020	25	138.0	45	39	311.0	101	365	1,801.0	694	1	3.0	1

University of Maine System  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME OF ITEM:** Turnover Analysis, November 1, 2019 – October 31, 2020

**INITIATED BY:** Sven Bartholomew, Chair

**BOARD INFORMATION:** X

**BOARD ACTION:**

**BOARD POLICY:**

N/A

**UNIFIED ACCREDITATION CONNECTION:**

N/A

**BACKGROUND:**

Chief Human Resources Officer Carol Corcoran will present the findings of this Annual Report, created to educate and inform management and the Board of Trustees of turnover in the UMS workforce for the annual time frame indicated.

4/22/21



# TURNOVER ANALYSIS

## SEPARATIONS, RETENTION, AND HIRING STATISTICS

FOR  
REGULAR EMPLOYEES

November 1, 2019 - October 31, 2020

April 16, 2021  
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 November 1, 2019 through October 31, 2020.

The population is determined by averaging the number of staff active, on leave, or on leave without pay on November 1, 2019 and October 31, 2020.

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 – Fraternal Order of Police Lodge #100

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

### 1. University Highlights

- A. From November 1, 2019 through October 31, 2020 the number of employee separations for all reasons was 10.1% of the average population of regular employees. Of this, voluntary resignations made up 5.4%, and retirements accounted for 2.7%. The remaining 2.0% involuntary separations resulted from end of term appointments, layoff, and termination.
- B. The turnover rate of 10.1% is down from last year's rate of 11.8% due to a decrease in year-over-year voluntary separations.
- C. Externally benchmarking UMS' turnover rate, CUPA-HR Data On Demand gives an average turnover rate of 10.8% for institutions with student enrollment FTE greater than 8,659 between November 1, 2019 to October 31, 2020.
- D. The turnover rate reported for all education services by the Bureau of Labor Statistics shows an increasing trend of total annual separations levels. The University of Maine System's separation rate continues to trend downward since peaking in 2015.
- E. The number of separations due to position elimination/staff reduction is 9. This is 5 more than last year for the same period. Since this study is a point in time analysis, all furloughs that occurred during the time frame of study are not here reflected since their break in service started and ended between the reporting period.
- F. The rate of voluntary separations as a percent of the total UMS population is 5.4%.
- G. 80.7% of the 466 total separations are due to voluntary resignations and retirements. Retirements alone account for 27.0% of the 466 total separations.
- H. Separation rates vary among universities from a high of 21.5% for University of Maine Machias to 7.6% at the University of Maine Farmington.



Turnover Analysis  
Nov. 1, 2019 – Oct. 31, 2020

- I. The average years of service for resignation is 4.5 years, 26.3 years for voluntary retirements, and 2.7 years for involuntary separations.
- J. There were 47 new hires with minority status. Of this number 21% left during their first year of employment. Comparing this metric to those with non-minority status, 22% left during their first year, indicating a non-disproportionate separation within the first year of employment.
- K. Retention of employees at all Universities is 89.1%.

## 2. Bargaining Group Highlights

- A. The percent of separations for the represented and non-represented as a percentage of the bargaining unit vary with a high of 23.5% for the Law Faculty unit to 4.8% in the University Supervisors unit. Separation rates in other represented bargaining units are: AFUM: 8.9%, UMPSA: 10.5%, ACSUM: 11.9%, S&M: 14.1%, Police: 20.0%, NR Hrly: 9.1%, NR Sal: 6.2%, NR Fac: 4.7%, PATFA Regular: 6.5%.
- B. The UMPSA bargaining unit is 34.3% of the population and accounts for 35.6% of the separations; 76.8% of UMPSA separations are voluntary resignations.
- C. The percent of new hires/rehires at Universities as a percent of Campus population varies among the campuses with a high of 17.8% at University of Maine School of Law to 3.7% at University of Maine Fort Kent.
- D. The percent of total UMS new hires/rehires (348) in represented and non-represented units vary from a high of 40.8% (142) in the UMPSA unit to a low of 0.3% (1) in the University Supervisors unit.
- E. The Law Faculty group had the lowest level of retention at 76.5%.





Turnover Analysis  
Nov. 1, 2019 – Oct. 31, 2020

Average Headcount - Regular Staff by University										
UM	UMA	UMF	UMFK	UMM	UMPI	USM	M LAW	U GOV	U SERV	TOTAL
Num	Num	Num	Num	Num	Num	Num	Num	Num	Num	Num
2,189	319	316	108	65	140	1,017	45	15	394	4,606

Headcount is an average of the number of regular staff on October 31, 2019 and October 31, 2020.

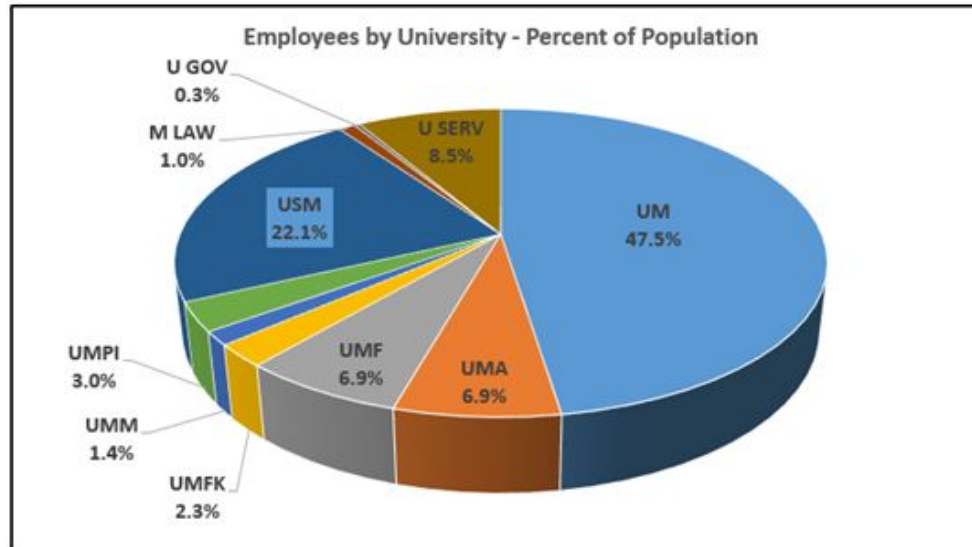
Turnover Formula

$$\frac{\text{\# of separations}}{\text{average employee population}} \times 100 = \frac{466}{4,606} = 10.1\%$$

Employee by University - Percent of Population										
UM	UMA	UMF	UMFK	UMM	UMPI	USM	M LAW	U GOV	U SERV	TOTAL
Per	Per	Per	Per	Per	Per	Per	Per	Per	Per	Per
47.5%	6.9%	6.9%	2.3%	1.4%	3.0%	22.1%	1.0%	0.3%	8.5%	100.0%



Turnover Analysis  
Nov. 1, 2019 – Oct. 31, 2020



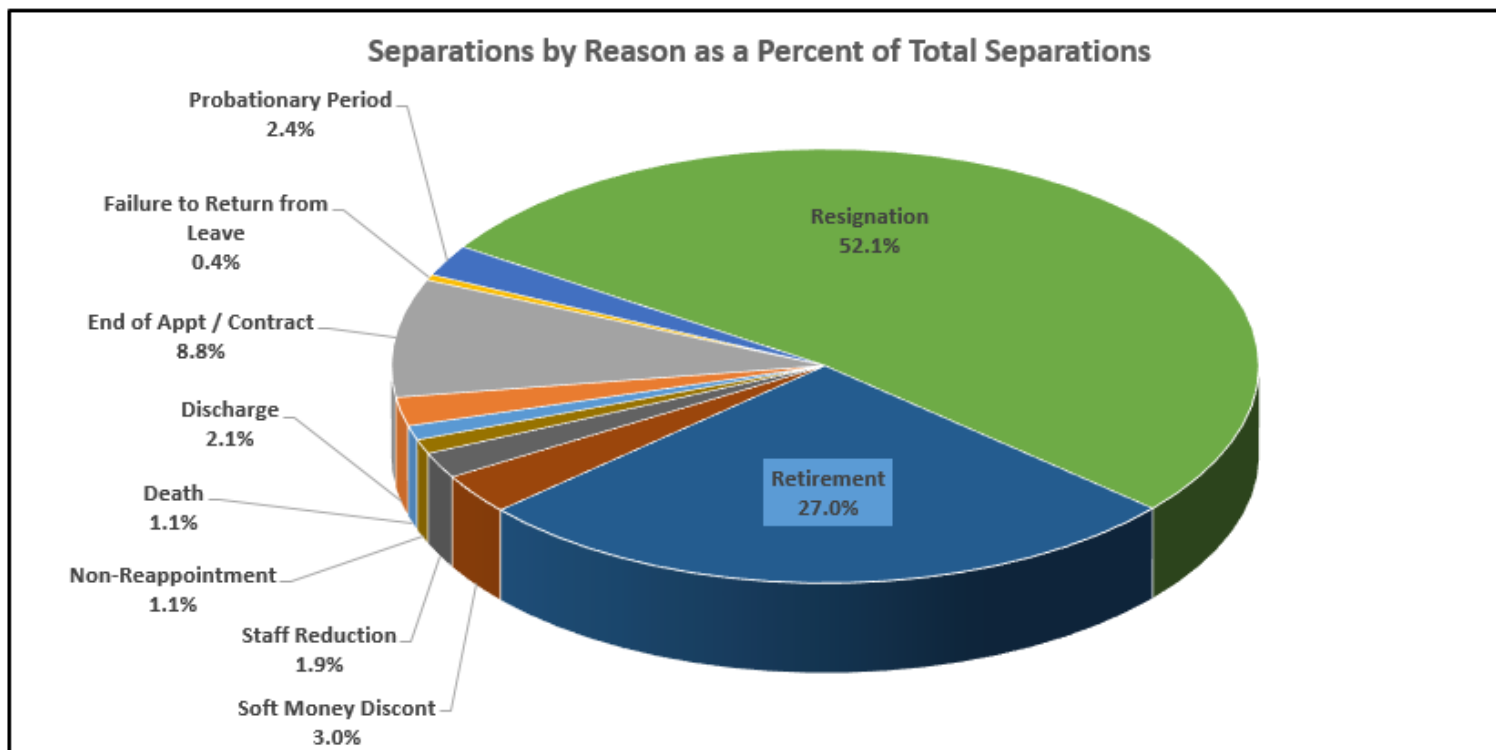


Turnover Analysis  
Nov. 1, 2019 – Oct. 31, 2020

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	Non-Reappointment	Total
UM	1	2	24		6	106	67	11	5	5	227
UMA	1		4		1	14	10		2		32
UMF			2			17	5				24
UMFK			1			4	4		1		10
UMM		1	3	1	2	6		1			14
UMPI	2	1	1			8	2				14
USM		6	6	1	1	65	24	2	1		106
M LAW						2	3				5
U GOV							1				1
U SVC	1				1	21	10				33
Total	5	10	41	2	11	243	126	14	9	5	466

Turnover Analysis  
Nov. 1, 2019 – Oct. 31, 2020

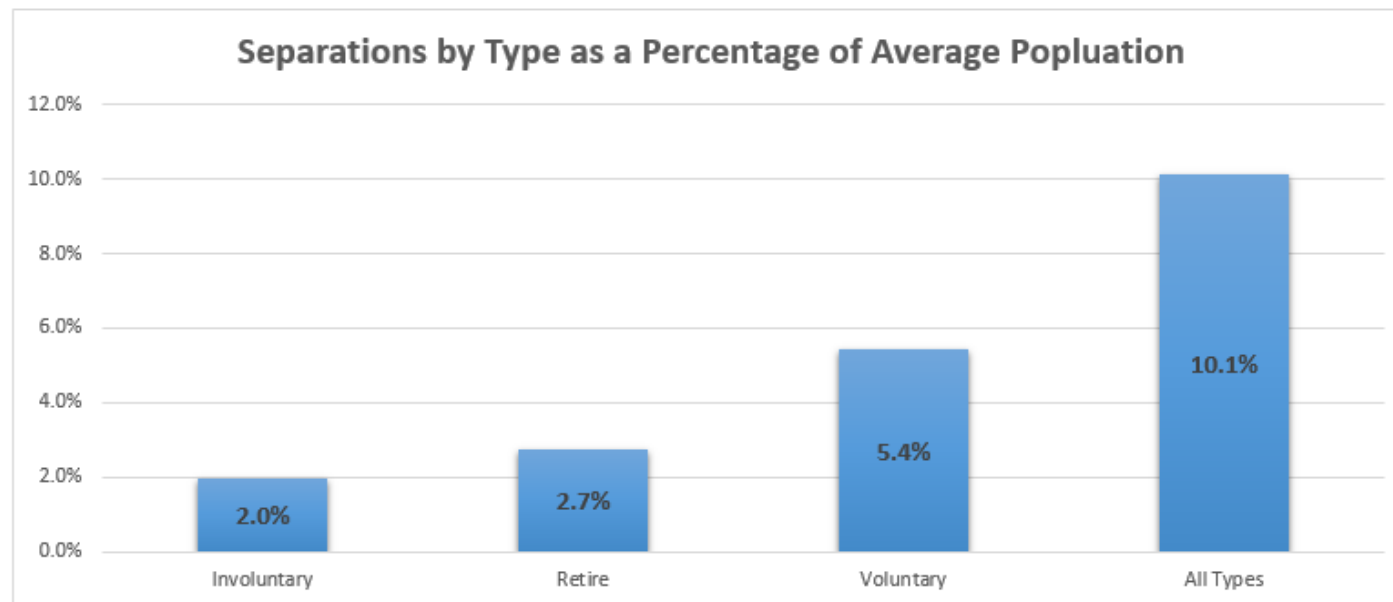
Separations by Reason as a Percent of Total Separations									
Death	Discharge	End of Appt / Contract	Failure to Return from Leave	Probationary Period	Resignation	Retirement	Soft Money Discont	Staff Reduction	Non-Reappointment
1.1%	2.1%	8.8%	0.4%	2.4%	52.1%	27.0%	3.0%	1.9%	1.1%





Turnover Analysis  
Nov. 1, 2019 – Oct. 31, 2020

Separation Rate - Resignations and Total Separations as a Percent of University Population											
UM		UMA		UMF		UMFK		UMM		UMPI	
Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All
4.8%	10.4%	4.4%	10.0%	5.4%	7.6%	3.7%	9.3%	9.2%	21.5%	5.7%	10.0%
USM		M LAW		U GOV		U SERV		TOTAL			
Resig	All	Resig	All	Resig	All	Resig	All	Resig	All		
6.4%	10.4%	4.4%	11.1%	0.0%	6.9%	5.3%	8.4%	5.3%	10.1%		





Turnover Analysis  
Nov. 1, 2019 – Oct. 31, 2020

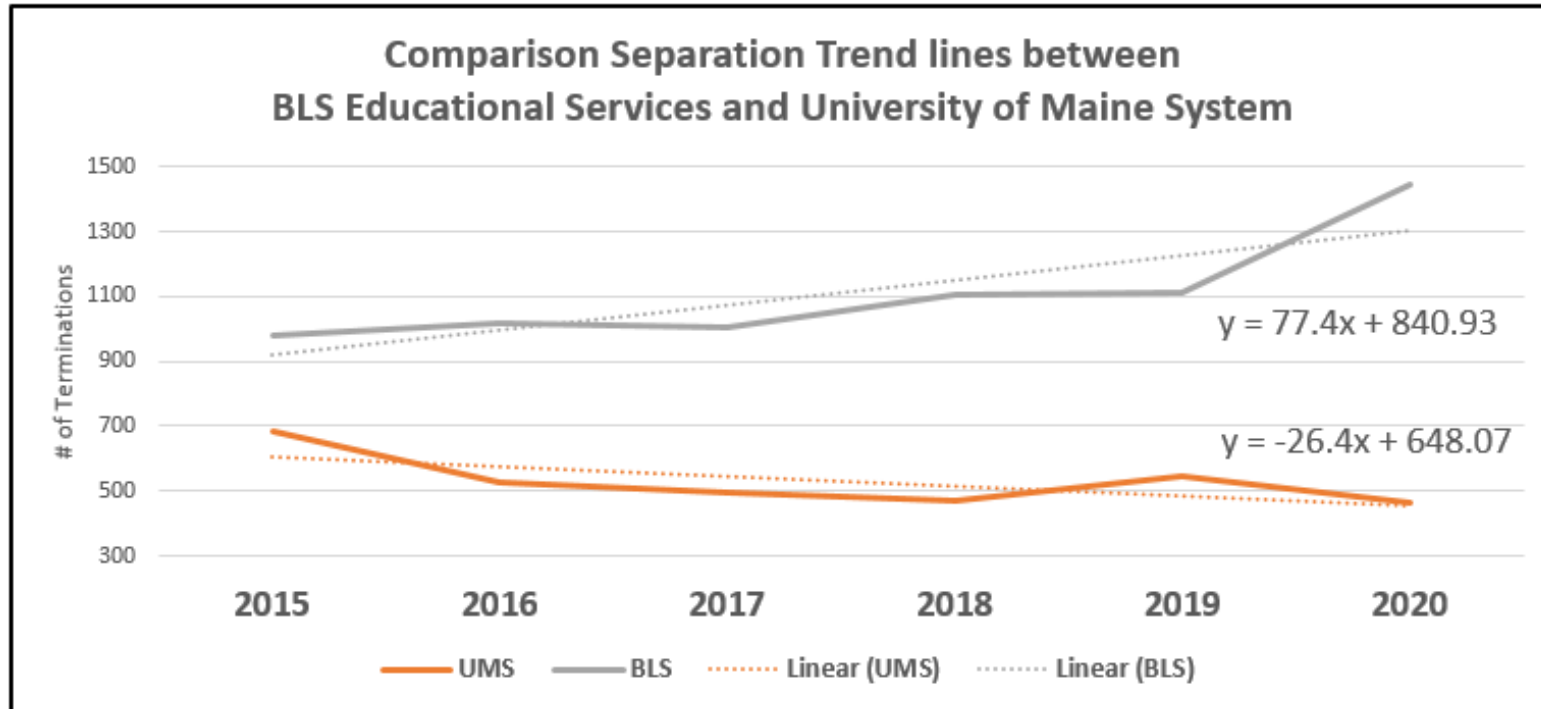
Average Years of Service Prior to Separation by University											
	UM	UMA	UMF	UMFK	UMM	UMPI	USM	M LAW	U GOV	U SERV	Total
	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs
Involuntary	2.8	3.1	2.0	2.6	1.9	6.9	2.4			0.4	2.7
Retirement	28.0	25.3	28.2	28.3		17.6	22.3	23.3	21.1	27.3	26.3
Voluntary	5.4	5.1	3.0	9.7	3.2	3.6	2.8	2.1		5.9	4.5
Total	11.4	11.0	8.2	15.7	2.6	6.1	7.2	14.8	21.1	12.2	10.1

Terminations by Years of Service, by Gender, and by Minority Status														
	Less Than One Year		One Year		Two Years		Three Years		Four Years		Over Five Years		Totals	
	Num	Per	Num	Per	Num	Per	Num	Per	Num	Per	Num	Per	Num	Per
# of Terminations	77	17%	71	15%	49	11%	41	9%	12	3%	216	46%	466	100%
Female	34	44%	36	51%	26	53%	26	44%	7	44%	124	57%	253	54%
Male	43	56%	35	49%	23	47%	15	56%	5	56%	92	43%	213	46%
Minority	10	13%	9	13%	4	8%	2	5%	0	0%	11	5%	36	8%
Non-minority	67	87%	62	87%	45	92%	39	95%	12	100%	205	95%	430	92%

Less Than One Year Terminations vs New Hires by Gender and by Minority Status			
	# of Terminations	New Hires	% Terminations vs New Hires
Female	34	188	18%
Male	43	160	27%
Minority	10	47	21%
Non-minority	67	301	22%



Turnover Analysis  
Nov. 1, 2019 – Oct. 31, 2020





Turnover Analysis  
Nov. 1, 2019 – Oct. 31, 2020

$$\text{Retention} = \frac{(\text{final \# of employees} - \text{\# separations})}{\text{initial \# of employees}} \times 100$$

Retention by University as Percent of Campus Population																					
UM		UMA		UMF		UMFK		UMM		UMPI		USM		M LAW		U GOV		U SERV		TOTAL	
Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%
1,939	88.6%	285	89.5%	289	91.5%	96	88.9%	46	70.8%	123	87.9%	911	89.6%	41	91.1%	14	96.6%	360	91.5%	4,104	89.1%

New Hires and Rehires by Number and Percent of Campus Population																					
UM		UMA		UMF		UMFK		UMM		UMPI		USM		M LAW		U GOV		U SERV		TOTAL	
Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%
149	6.8%	29	9.1%	16	5.1%	4	3.7%	5	7.7%	12	8.6%	98	9.6%	8	17.8%	0	0.0%	26	6.6%	348	7.6%

New Appointments and Transfers by Number and Percent of Campus Population																					
UM		UMA		UMF		UMFK		UMM		UMPI		USM		M LAW		U GOV		U SERV		TOTAL	
Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%
98	4.5%	17	5.3%	14	4.4%	7	6.5%	5	7.7%	3	2.1%	41	4.0%	4	8.9%	3	20.7%	18	4.6%	210	4.6%

New Hires and Rehires by University																					
UM		UMA		UMF		UMFK		UMM		UMPI		USM		M LAW		U GOV		U SERV		TOTAL	
Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%
149	42.8%	29	8.3%	16	4.6%	4	1.1%	5	1.4%	12	3.4%	98	28.2%	8	2.3%	0	0.0%	26	7.5%	348	100.0%

New Hires and Rehires by University by Gender and Minority Status																						
	UM		UMA		UMF		UMFK		UMM		UMPI		USM		M LAW		U GOV		U SERV		TOTAL	
	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%
Female	77	52%	17	59%	12	75%	3	75%	4	80%	9	75%	50	51%	4	50%	1	100%	11	42%	188	54%
Male	72	48%	12	41%	4	25%	1	25%	1	20%	3	25%	48	49%	4	50%	0	0%	15	58%	160	46%
Minority	18	12%	0	0%	1	6%	0	0%	0	0%	3	25%	23	23%	1	13%	0	0%	1	4%	47	14%
Non-minority	131	88%	29	100%	15	94%	4	100%	5	100%	9	75%	75	77%	7	88%	1	100%	25	96%	301	86%

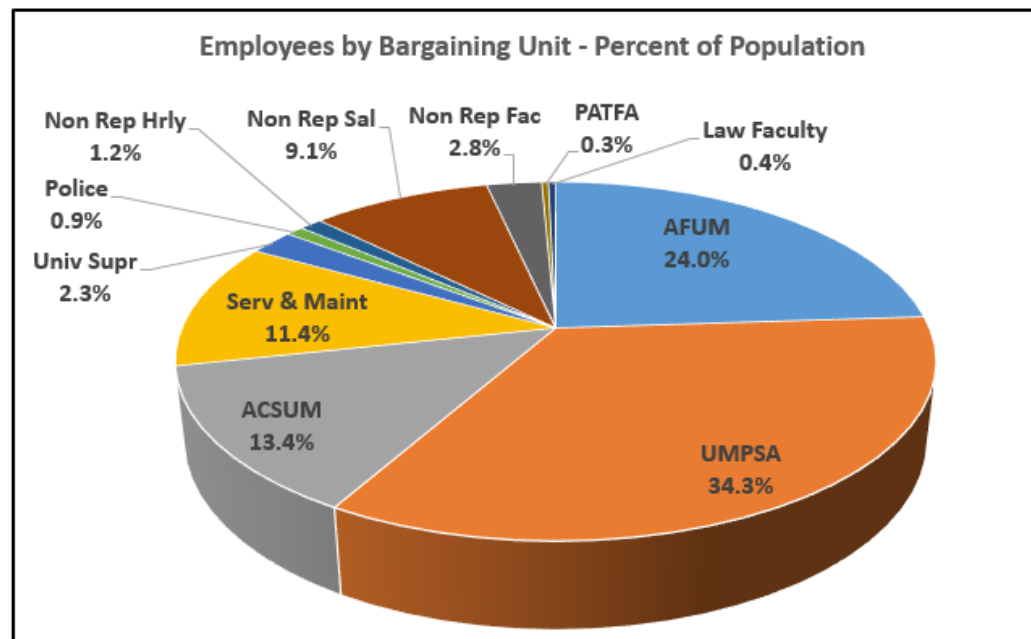




Turnover Analysis  
Nov. 1, 2019 – Oct. 31, 2020

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
1,104	1,580	616	526	105	40	54	421	129	16	17	4,606

Employees by Bargaining Unit - Percent of Population											
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
24.0%	34.3%	13.4%	11.4%	2.3%	0.9%	1.2%	9.1%	2.8%	0.3%	0.4%	100.0%





Turnover Analysis  
Nov. 1, 2019 – Oct. 31, 2020

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	Non-Reappt	Total
AFUM			19			37	38			4	98
UMPSA	3		15		5	95	28	12	5	1	164
ACSUM	2	3	4		2	36	22	1	3		73
Serv & Maint		6		2	3	46	17				74
Univ Supr						1	4				5
Police		1				5	2				8
Non Rep Hrly					1	4					5
Non Rep Sal			2			15	10	1	1		29
Non Rep Fac						2	3				5
PATFA			1								1
Law Faculty						2	2				4
Total	5	10	41	2	11	243	126	14	9	5	466



Turnover Analysis  
Nov. 1, 2019 – Oct. 31, 2020

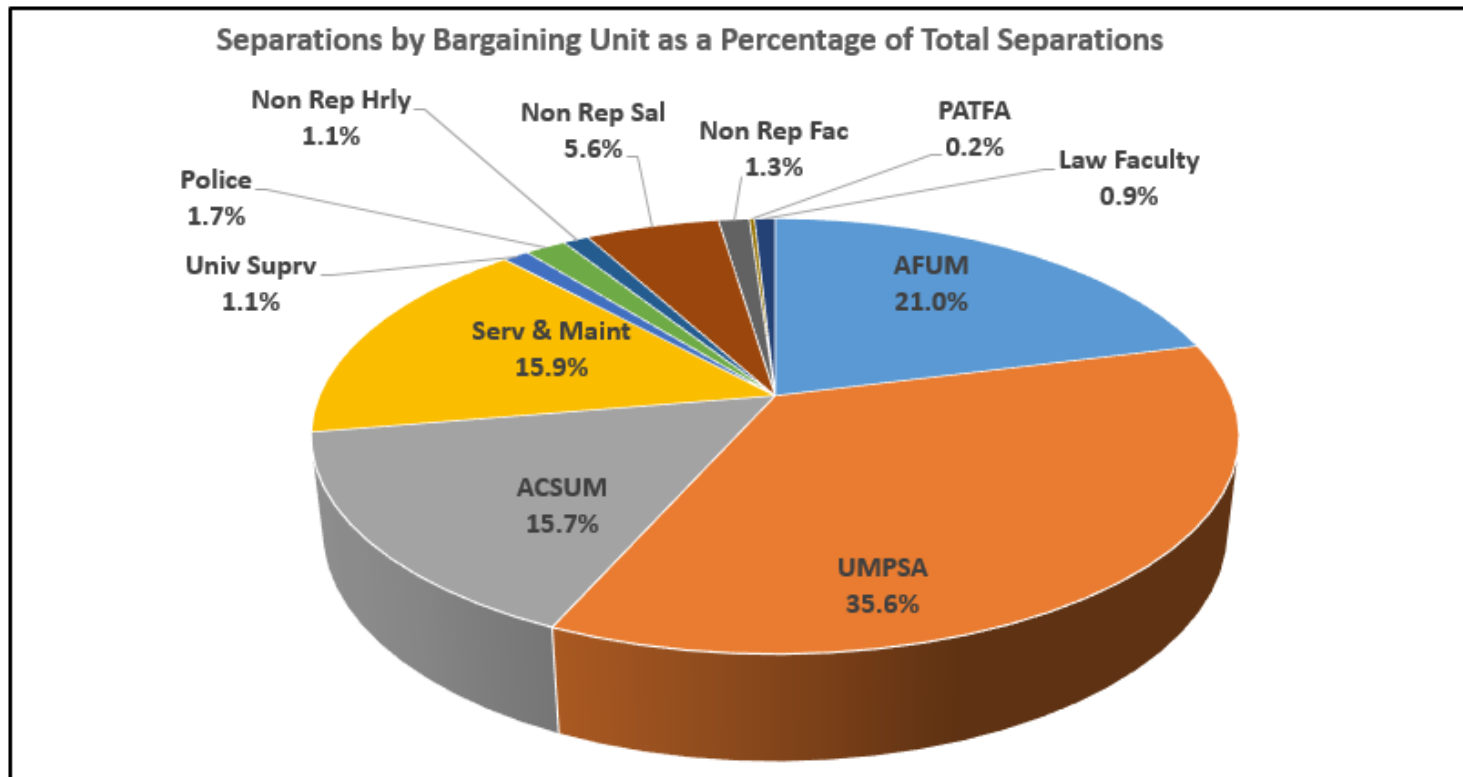
Separation Rate - Resignations and Total Separations as a Percent of Bargaining Unit Population											
AFUM		UMPSA		ACSUM		Serv & Maint		Univ Suprv		Police	
Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All
3.4%	8.9%	6.1%	10.5%	5.8%	11.9%	8.7%	14.1%	1.0%	4.8%	12.5%	20.0%
Non Rep Hrly		Non Rep Sal		Non Rep Fac		PATFA		Law Faculty		Total	
Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All
7.5%	9.3%	3.1%	6.2%	2.3%	4.7%	0.0%	6.5%	11.8%	23.5%	5.3%	10.1%

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	2.4	2.6	3.3	1.3		0.4	0.4	8.6		0.1	
Retire	30.9	22.9	24.4	22.4	28.6	30.3		26.2	32.0		28.1
Voluntary	3.3	4.1	5.7	4.7	10.2	4.2	5.2	3.7	17.5		2.1
Total	13.8	7.0	10.9	8.4	24.9	10.2	4.2	12.1	26.2	0.1	15.1



Turnover Analysis  
Nov. 1, 2019 – Oct. 31, 2020

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
21.0%	35.6%	15.7%	15.9%	1.1%	1.7%	1.1%	5.6%	1.3%	0.2%	0.9%	100.0%





Turnover Analysis  
Nov. 1, 2019 – Oct. 31, 2020

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
984	89.2%	1,421	89.9%	525	85.3%	441	83.8%	101	96.2%	32	80.0%
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
45	84.1%	400	95.0%	127	98.4%	15	96.8%	13	76.5%	4,104	89.1%

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
55	15.8%	142	40.8%	47	13.5%	51	14.7%	1	0.3%	8	2.3%
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
8	2.3%	26	7.5%	3	0.9%	3	0.9%	4	1.1%	348	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
36	17.1%	87	41.4%	28	13.3%	21	10.0%	5	2.4%	2	1.0%
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
1	0.5%	21	10.0%	3	1.4%	3	1.4%	3	1.4%	210	100.0%