



# TURNOVER ANALYSIS

SEPARATIONS, RETENTION, AND HIRING STATISTICS

FOR  
REGULAR EMPLOYEES

November 1, 2019 - October 31, 2020

April 16, 2021  
UMS Office of Human Resources

## Table of Contents

	Page
Methodology	3
Turnover Highlights	4
<b>Separations and Hiring by University</b>	
Regular Employees - Average Headcount and Percent By Campus	6
Separations by Reason - Count	7
Separations by Reason - Percent	8
Separation Rate - Resignations and Total Separations as Percent	9
Separation by Type as a Percentage of Average Population	9
Average Years of Service Prior to Separation	10
Terminations by Years of Service, by Gender and by Minority Status	10
Less Than One Year Terminations vs New Hires by Gender and by Minority Status	10
Comparison Trend line between Bureau of Labor Statics and UMS	11
Retention by University as Percent of Campus Population	12
New Hires and Rehires by Number and Percent of Campus Population	12
New Hires and Rehires by University	12
New Hires and Rehires by University, by Gender, and by Minority Status	12
<b>Separations and Hiring by Bargaining Unit</b>	
Regular Employees - Average Headcount and Percent by Bargaining Unit	13
Separations by Reason by Bargaining Unit - Count	14
Separation Rate - Resignations and Total Separations	15
Average Years of Service by Separation Reason by Bargaining Unit	15
Separations by Bargaining Unit as Percentage of Total Separations	16
Retention by Bargaining Unit by Number and Percent	17
New Hires and Rehires by Percent of Bargaining Unit Population	17
Internal Hires and Transfers by University	17

## 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.

- 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%.

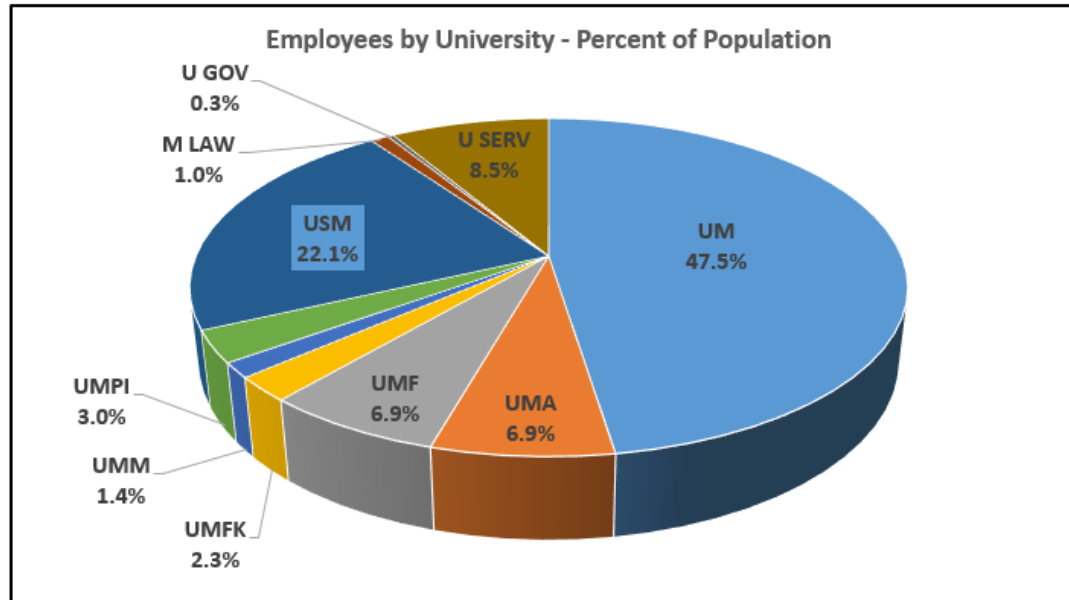
Average Headcount - Regular Staff by University										
UM	UMA	UMF	UMFK	UMM	UMPI	USM	M LAW	U GOV	U SERV	TOTAL
Num	Num	Num	Num	Num	Num	Num	Num	Num	Num	Num
2,189	319	316	108	65	140	1,017	45	15	394	4,606

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

Turnover Formula

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

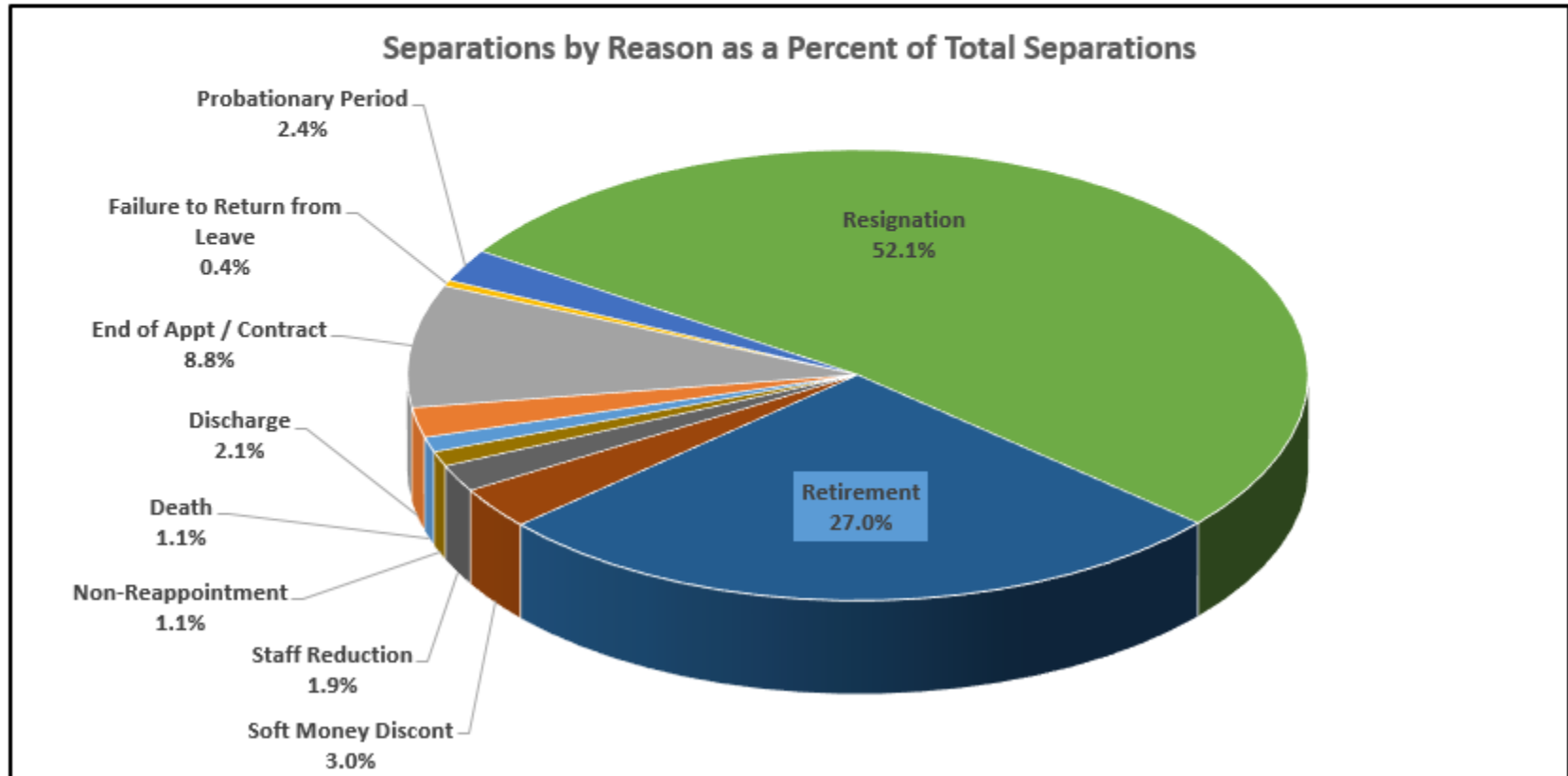
Employee by University - Percent of Population										
UM	UMA	UMF	UMFK	UMM	UMPI	USM	M LAW	U GOV	U SERV	TOTAL
Per	Per	Per	Per	Per	Per	Per	Per	Per	Per	Per
47.5%	6.9%	6.9%	2.3%	1.4%	3.0%	22.1%	1.0%	0.3%	8.5%	100.0%



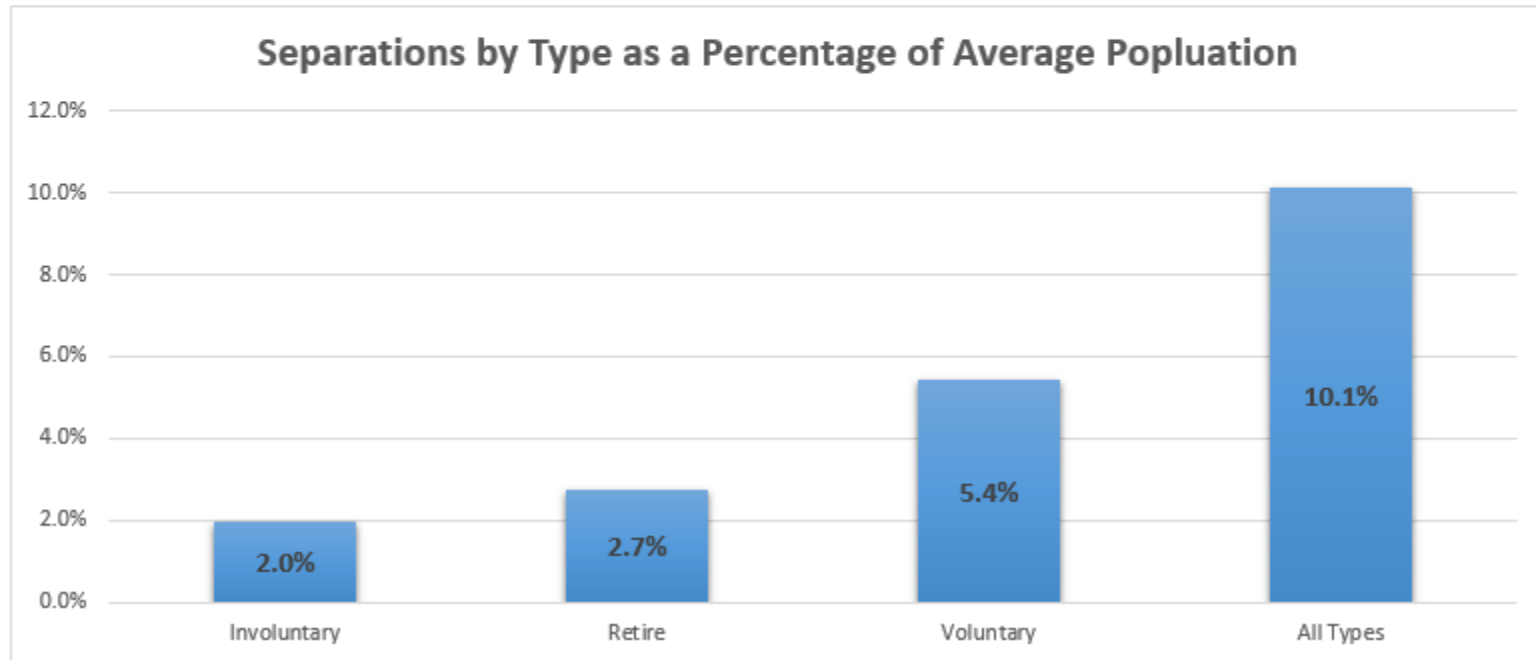
Separations by Reason by University											
Campus	Death	Discharge	End of Appt / Contract	Failure to Return from Leave	Probationary Period	Resignation	Retirement	Soft Money Discont	Staff Reduction	Non-Reappointment	Total
UM	1	2	24		6	106	67	11	5	5	227
UMA	1		4		1	14	10		2		32
UMF			2			17	5				24
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
<b>Total</b>	<b>5</b>	<b>10</b>	<b>41</b>	<b>2</b>	<b>11</b>	<b>243</b>	<b>126</b>	<b>14</b>	<b>9</b>	<b>5</b>	<b>466</b>



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%



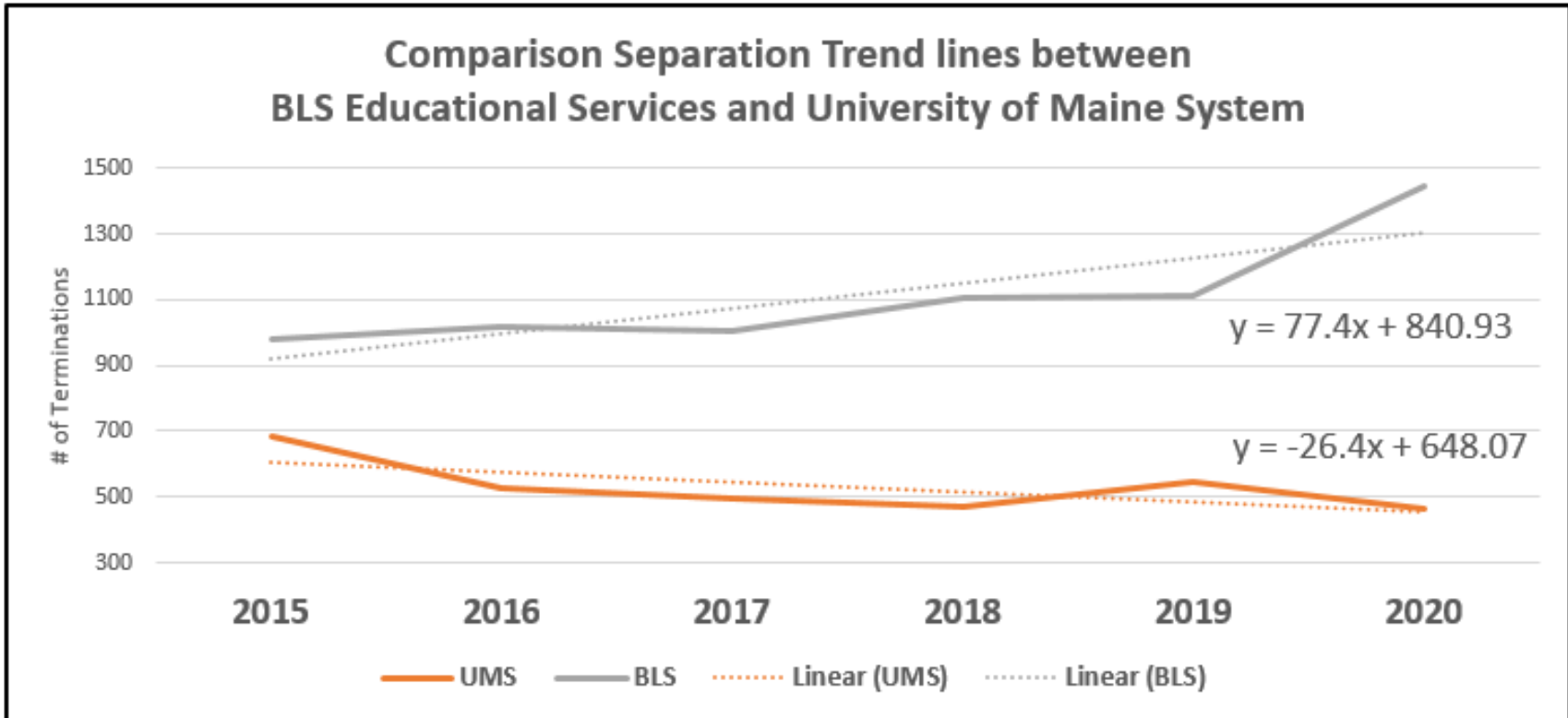
Separation Rate - Resignations and Total Separations as a Percent of University Population											
UM		UMA		UMF		UMFK		UMM		UMPI	
Resig	All	Resig	All	Resig	All	Resig	All	Resig	All	Resig	All
4.8%	10.4%	4.4%	10.0%	5.4%	7.6%	3.7%	9.3%	9.2%	21.5%	5.7%	10.0%
USM		M LAW		U GOV		U SERV		TOTAL			
Resig	All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



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%



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

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	%	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	%	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%		

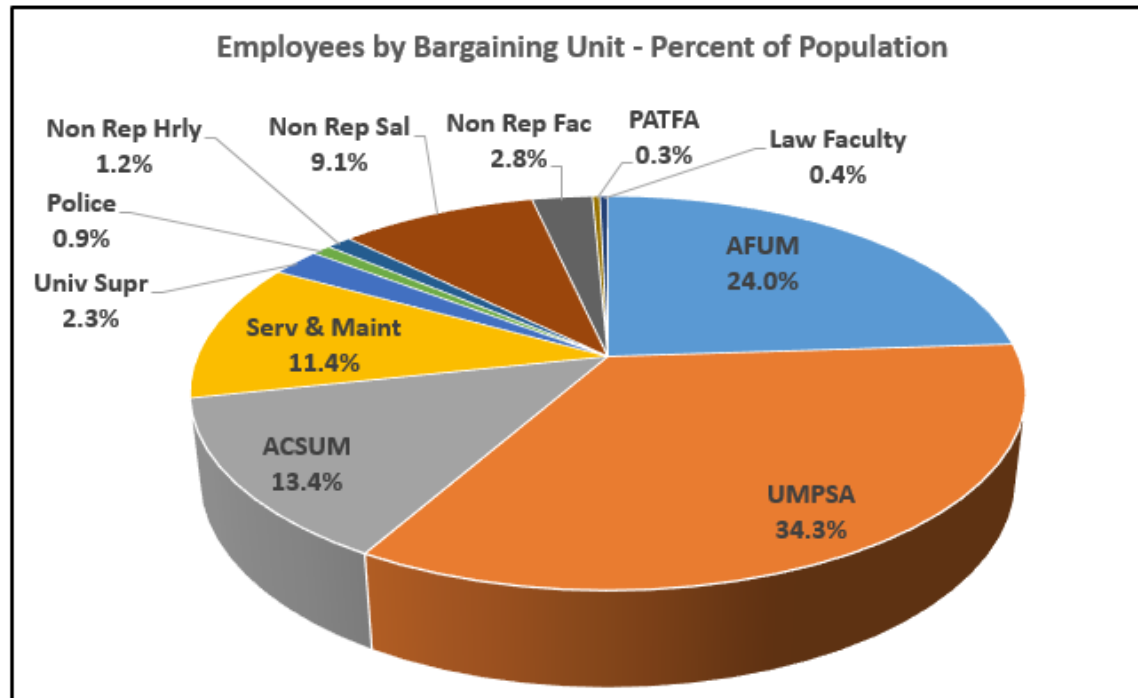
New Appointments and Transfers by Number and Percent of Campus Population																							
UM		UMA		UMF		UMFK		UMM		UMPI		USM		M LAW		U GOV		U SERV		TOTAL			
Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%
98	4.5%	17	5.3%	14	4.4%	7	6.5%	5	7.7%	3	2.1%	41	4.0%	4	8.9%	3	20.7%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

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 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
24.0%	34.3%	13.4%	11.4%	2.3%	0.9%	1.2%	9.1%	2.8%	0.3%	0.4%	100.0%



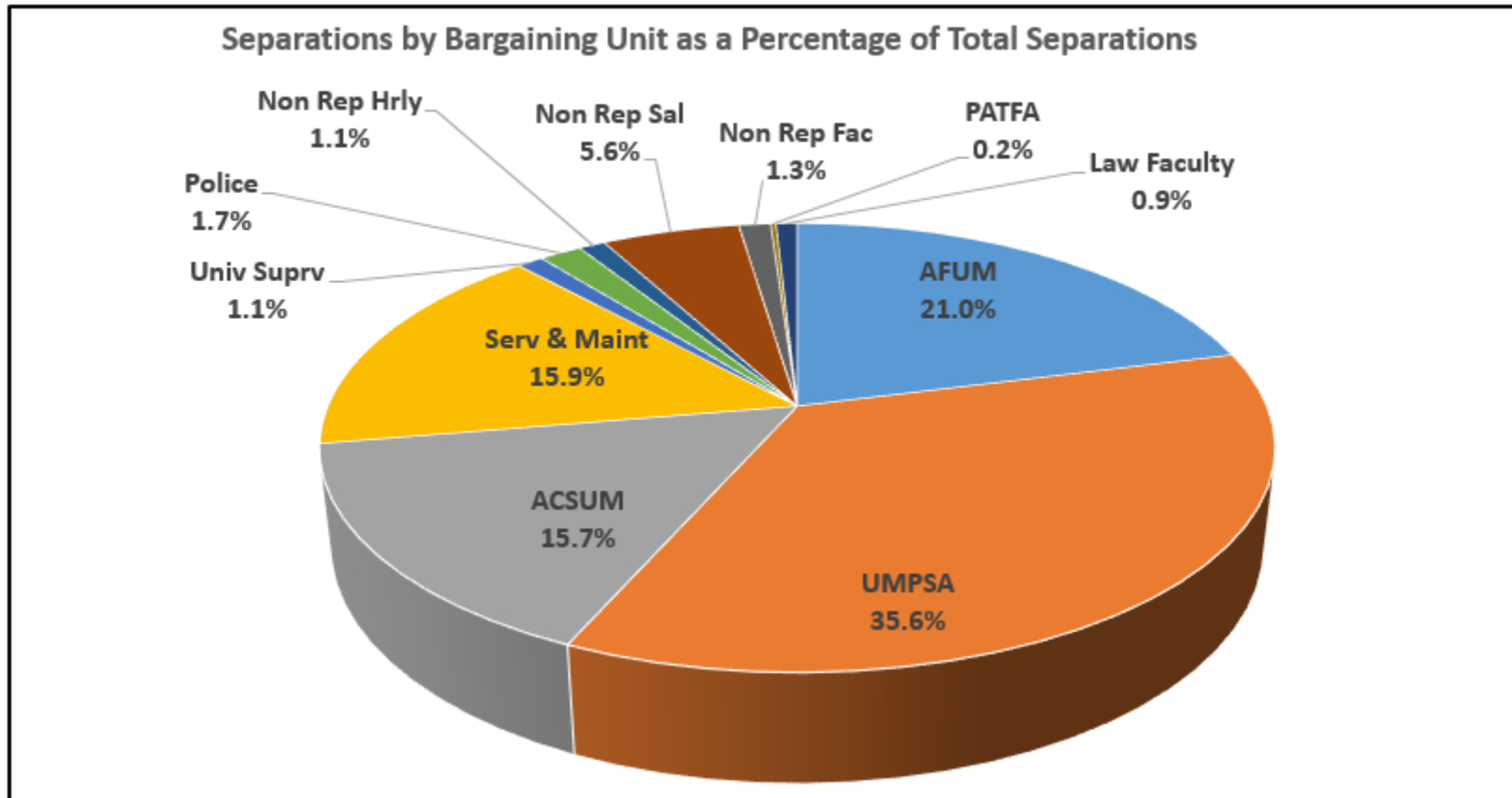
Separations by Reason by Bargaining Unit											
Union	Death	Discharge	End of Appt / Contract	Failure to Return from Leave	Probationary Period	Resignation	Retirement	Soft Money Discont	Staff Reduction	Non-Reappt	Total
AFUM			19			37	38			4	98
UMPSA	3		15		5	95	28	12	5	1	164
ACSUM	2	3	4		2	36	22	1	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
<b>Total</b>	<b>5</b>	<b>10</b>	<b>41</b>	<b>2</b>	<b>11</b>	<b>243</b>	<b>126</b>	<b>14</b>	<b>9</b>	<b>5</b>	<b>466</b>

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



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%



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%