



# TURNOVER ANALYSIS

SEPARATIONS, RETENTION, AND HIRING STATISTICS

FOR  
REGULAR EMPLOYEES

November 1, 2020 - October 31, 2021

April 15, 2022  
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, 2020 through October 31, 2021.

The population is determined by averaging the number of staff active, on leave, or on leave without pay on November 1, 2020 and October 31, 2021.

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, 2020 through October 31, 2021 the number of employee separations for all reasons was 12.5% of the average population of regular employees. Of this, voluntary resignations made up 7.9%, and retirements accounted for 3.1%. The remaining 1.4% involuntary separations resulted from end of term appointments, layoff, and termination. (Totals may be slightly off due to rounding)
- B. The turnover rate of 12.5% is up from last year's rate of 10.1% due to an increase in year-over-year voluntary separations.
- C. Externally benchmarking UMS' turnover rate, CUPA-HR Data On Demand gives an average turnover rate of 11.7% for institutions with student enrollment FTE greater than 8,732 between November 1, 2020 to October 31, 2021.
- D. The turnover rate reported for all education services by the Bureau of Labor Statistics shows an increasing trend of total annual separations despite dropping from last year's level. The University of Maine System's separation rate continues to trend downward since peaking in 2015 even with this year's rise in rate.
- E. The number of separations due to position elimination/staff reduction is 17. This is 8 more than last year for the same period.
- F. The rate of voluntary separations as a percent of the total UMS population is 11.0%.
- G. 88.3% of the 568 total separations are due to voluntary resignations and retirements. Retirements alone account for 24.8% of the 568 total separations.
- H. Separation rates vary among universities from a high of 26.1% for University of Maine Machias to 8.7% with University Services.
- I. The average years of service for resignation is 5.1 years, 27.4 years for voluntary retirements, and 5.7 years for involuntary separations.

- J. There were 59 new hires with minority status. Of this number 20% left during their first year of employment. Comparing this metric to those with non-minority status, 13% left during their first year, indicating a disproportionate separation within the first year of employment.
- K. Retention of employees at all Universities is 87.8%.

## 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 34.1% for the Non-Represented Hourly unit to 7.4% in the AFUM unit. Separation rates in other represented bargaining units are: UMPSA: 12.5%, ACSUM: 18.2%, S&M: 17.1%, University Supervisors: 12.5%, Police: 23.4%, NR Sal: 9.7%, NR Fac: 9.8%, PATFA Regular: 12.1%, Law Faculty: 10.8%.
- B. The UMPSA bargaining unit is 35.6% of the population and accounts for 35.7% of the separations; 85.2% 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 13.3% at University of Maine School of Law to 0.0% for University Governance.
- D. The percent of total UMS new hires/rehires (434) in represented and non-represented units vary from a high of 48.0% (207) in the UMPSA unit to a low of 0.0% (0) in the Law Faculty unit.
- E. The Non-Represented Hourly group had the lowest level of retention at 79.5%.

**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
2,171	313	308	105	58	138	1,016	45	15	390	4,556

Headcount is an average of the number of regular staff on October 31, 2020 and October 31, 2021.

Turnover Formula:

$$\frac{\text{\# of separations}}{\text{average employee population}} \times 100 = \frac{568}{4,556} = 12.5\%$$

**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
47.7%	6.9%	6.8%	2.3%	1.3%	3.0%	22.3%	1.0%	0.3%	8.6%	100.0%

**Separations by Reason by University**

Campus	Death	Discharge	End of Appt / Contract	Probationary Period	Resignation	Retirement	Soft Money Discot	Staff Reduction	Total
UM	9	4	14	2	166	71	1	5	272
UMA	1		3	1	18	12		3	38
UMF			2		21	13			36
UMFK			3		6	5		2	16
UMM			1		9			5	15
UMPI	2		3		11	1			17
USM	4	6	5		78	33	3	2	131
M LAW					6	1			7
U GOV					1	1			2
U SVC					29	4	1		34
<b>Total</b>	16	10	31	3	345	141	5	17	568

**Separations by Reason as a Percent of Total Separations**

Death	Discharge	End of Appt / Contract	Probationary Period	Resignation	Retirement	Soft Money Discot	Staff Reduction
2.8%	1.8%	5.5%	0.5%	60.7%	24.8%	0.9%	3.0%

**Separation Rate - Resignations as a Percent of University Population**

UM	UMA	UMF	UMFK	UMM	UMPI	USM	M LAW	U GOV	U SERV	Total
7.6%	5.8%	6.8%	5.7%	15.7%	8.0%	7.7%	13.3%	6.9%	7.4%	7.6%

**Separation Rate - Resignations as a Percent of University Population**

UM	UMA	UMF	UMFK	UMM	UMPI	USM	M LAW	U GOV	U SERV	Total
12.5%	12.2%	11.7%	15.2%	26.1%	12.4%	12.9%	15.6%	13.8%	8.7%	12.5%

**Separation by Type as a Percentage of UMS Population**

Type	Number	Percent
Involuntary	66	1.4%
Retire	141	3.1%
Voluntary	361	7.9%
All Types	568	12.5%

**Average Years of Service Prior to Separation by University**

Type	UM	UMA	UMF	UMFK	UMM	UMPI	USM	M LAW	U GOV	U SERV	Total
Involuntary	5.2	11.9	4.5	2.9	5.1	11.6	3.9			4.0	5.7
Retirement	30.0	20.9	29.5	19.6		46.4	23.1	45.4	32.9	29.4	27.4
Voluntary	5.3	7.1	4.8	9.1	2.6	9.4	3.5	4.7	1.1	3.8	5.0
Total	11.7	12.4	13.7	10.4	3.6	12.0	8.5	10.5	17.0	6.9	10.6



**Terminations by Years of Service, by Gender, and by Minority Status**

	Less Than One Year Number	Less Than One Year Percent	One Year Number	One Year Percent	Two Years Number	Two Years Percent	Three Years Number	Three Years Percent	Four Years Number	Four Years Percent	Over Five Years Number	Over Five Years Percent
# of Terminations	62	11%	74	13%	56	10%	50	9%	44	8%	282	50%
Female	23	37%	41	55%	34	61%	33	44%	23	44%	163	58%
Male	39	63%	33	45%	22	39%	17	56%	21	56%	119	42%
Minority	12	19%	11	15%	8	14%	1	2%	0	0%	16	6%
Non-minority	50	81%	63	85%	48	86%	49	98%	41	93%	266	94%

**Less Than One Year Terminations vs New Hires by Gender and by Minority Status**

	# of Terminations	New Hires	% Terminations vs New Hires
Female	23	229	10%
Male	39	205	19%
Minority	12	59	20%
Non-minority	50	375	13%

**Comparison Between BLS Education Services and University of Maine System Separations per 1,000 employees**

	2013	2014	2015	2016	2017	2018	2019	2020	2021
BLS	80	83	83	88	86	94	94	120	78
UMS	117	129	152	118	110	103	118	101	125

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

**Retention by University as Percent of Campus Population**

UM Count	UM Percent	UMA Count	UMA Percent	UMF Count	UMF Percent	UMFK Count	UMFK Percent	UMM Count	UMM Percent	UMPI Count	UMPI Percent
1,894	87.2%	279	89.3%	277	90.1%	90	85.7%	45	78.3%	120	87.3%

USM Count	USM Percent	M LAW Count	M LAW Percent	U GOV Count	U GOV Percent	U SERV Count	U SERV Percent	Total Count	Total Percent
886	87.2%	39	86.7%	13	89.7%	359	92.2%	4,002	87.8%

**New Hires and Rehires by Number and Percent of Campus Population**

UM Count	UM Percent	UMA Count	UMA Percent	UMF Count	UMF Percent	UMFK Count	UMFK Percent	UMM Count	UMM Percent	UMPI Count	UMPI Percent
226	10.4%	22	7.0%	22	7.2%	12	11.4%	6	10.4%	11	8.0%

USM Count	USM Percent	M LAW Count	M LAW Percent	U GOV Count	U GOV Percent	U SERV Count	U SERV Percent	Total Count	Total Percent
104	10.2%	6	13.3%	0	0.0%	25	6.4%	434	9.5%

**New Appointments and Transfers by Number and Percent of Campus Population**

UM Count	UM Percent	UMA Count	UMA Percent	UMF Count	UMF Percent	UMFK Count	UMFK Percent	UMM Count	UMM Percent	UMPI Count	UMPI Percent
165	7.6%	17	5.4%	10	3.3%	6	5.7%	4	7.0%	10	7.3%

USM Count	USM Percent	M LAW Count	M LAW Percent	U GOV Count	U GOV Percent	U SERV Count	U SERV Percent	Total Count	Total Percent
46	4.5%	1	2.2%	2	13.8%	13	3.3%	274	6.0%

**New Hires and Rehires by University**

UM Count	UM Percent	UMA Count	UMA Percent	UMF Count	UMF Percent	UMFK Count	UMFK Percent	UMM Count	UMM Percent	UMPI Count	UMPI Percent
226	52.1%	22	5.1%	22	5.1%	12	2.8%	6	1.4%	11	2.5%

USM Count	USM Percent	M LAW Count	M LAW Percent	U GOV Count	U GOV Percent	U SERV Count	U SERV Percent	Total Count	Total Percent
104	24.0%	6	1.4%	0	0.0%	25	5.8%	434	100.0%

**New Hires and Rehires by University by Gender and Minority Status**

	UM Count	UM Percent	UMA Count	UMA Percent	UMF Count	UMF Percent	UMFK Count	UMFK Percent	UMM Count	UMM Percent	UMPI Count	UMPI Percent
Female	108	48%	14	64%	14	64%	8	67%	4	67%	7	64%
Male	118	52%	8	36%	8	36%	4	33%	2	33%	4	36%
Minority	36	16%	0	0%	1	5%	0	0%	0	0%	2	18%
Non-minority	190	84%	22	100%	21	95%	11	100%	4	100%	9	82%

	USM Count	USM Percent	M LAW Count	M LAW Percent	U GOV Count	U GOV Percent	U SERV Count	U SERV Percent	Total Count	Total Percent
Female	59	57%	5	83%	0	0%	10	40%	229	53%
Male	45	43%	1	17%	0	0%	15	60%	205	47%
Minority	15	14%	1	17%	0	0%	1	4%	56	13%
Non-minority	89	86%	5	83%	0	0%	24	96%	375	87%

**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
1,078	1,620	572	499	104	39	44	433	133	17	19	4,556

**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
23.7%	35.6%	12.5%	10.9%	2.3%	0.8%	1.0%	9.5%	2.9%	0.4%	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	7	1	5			24	42		1		80
UMPSA	1	1	13		1	143	29	5	10		203
ACSUM	3	3	3		2	65	24		4		104
Serv & Maint	4	4	2			55	20				85
Univ Supr			1			6	6				13
Police		1				7	1				9
Non Rep Hrly						13	2				15
Non Rep Sal			3			22	15		2		42
Non Rep Fac	1		4			6	2				13
PATFA						2					2
Law Faculty						2					2
<b>Total</b>	<b>16</b>	<b>10</b>	<b>31</b>	<b>0</b>	<b>3</b>	<b>345</b>	<b>141</b>	<b>5</b>	<b>17</b>	<b>0</b>	<b>568</b>

**Separation Rate - Resignations and Total Separations as a Percent of Bargaining Unit Population**

AFUM Resig	AFUM All	UMPSA Resig	UMPSA All	ACSUM Resig	ACSUM All	Serv & Maint Resig	Serv & Maint All	Univ Suprv Resig	Univ Suprv All	Police Resig	Police All
2.2%	7.4%	8.8%	12.5%	11.4%	18.2%	11.0%	17.1%	5.8%	12.5%	18.2%	23.4%
Non Rep Hrly Resig	Non Rep Hrly All	Non Rep Sal Resig	Non Rep Sal All	Non Rep Fac Resig	Non Rep Fac All	PATFA Resig	PATFA All	Law Faculty Resig	Law Faculty All	Total Resig	Total All
29.5%	34.1%	5.1%	9.7%	4.5%	9.8%	12.1%	12.1%	10.8%	10.8%	7.6%	12.5%

**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
<b>Involuntary</b>	3.9	4.1	9.7	1.3	0.5	1.0		14.8	6.4		
<b>Retire</b>	27.5	25.1	27.5	26.7	35.7	33.0	36.9	28.7	20.4		
<b>Voluntary</b>	9.5	4.1	4.6	5.8	9.1	4.0	2.7	5.3	4.2	5.3	6.2
<b>Total</b>	18.4	7.1	10.5	10.4	20.7	6.9	7.3	14.8	7.4	5.3	6.2

**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
14.1%	35.7%	18.3%	15.0%	2.3%	1.6%	2.6%	7.4%	2.3%	0.4%	0.4%	100.0%

**Retention by Bargaining Unit by Number and Percent**

AFUM Num	AFUM Per	UMPSA Num	UMPSA Per	ACSUM Num	ACSUM Per	Serv & Maint Num	Serv & Maint Per	Univ Suprv Num	Univ Suprv Per	Police Num	Police Per
1,002	92.9%	1,384	85.4%	494	86.4%	430	86.3%	93	89.4%	31	80.5%
Non Rep Hrly Num	Non Rep Hrly Per	Non Rep Sal Num	Non Rep Sal Per	Non Rep Fac Num	Non Rep Fac Per	PATFA Num	PATFA Per	Law Faculty Num	Law Faculty Per	Total Num	Total Per
35	79.5%	384	88.7%	120	90.2%	14	84.8%	15	81.1%	4,002	87.8%

**New Hires and Rehires by Number and Percent of Bargaining Unit Population**

AFUM Num	AFUM Per	UMPSA Num	UMPSA Per	ACSUM Num	ACSUM Per	Serv & Maint Num	Serv & Maint Per	Univ Suprv Num	Univ Suprv Per	Police Num	Police Per
53	12.3%	207	48.0%	63	14.6%	49	11.4%	2	0.5%	6	1.4%
Non Rep Hrly Num	Non Rep Hrly Per	Non Rep Sal Num	Non Rep Sal Per	Non Rep Fac Num	Non Rep Fac Per	PATFA Num	PATFA Per	Law Faculty Num	Law Faculty Per	Total Num	Total Per
11	2.6%	30	7.0%	8	1.9%	2	0.5%	0	0.0%	431	100.0%

**New Appointments and Transfers by Number and Percent of Bargaining Unit Population**

AFUM Num	AFUM Per	UMPSA Num	UMPSA Per	ACSUM Num	ACSUM Per	Serv & Maint Num	Serv & Maint Per	Univ Suprv Num	Univ Suprv Per	Police Num	Police Per
44	16.1%	114	41.6%	37	13.5%	27	9.9%	5	1.8%	3	1.1%
Non Rep Hrly Num	Non Rep Hrly Per	Non Rep Sal Num	Non Rep Sal Per	Non Rep Fac Num	Non Rep Fac Per	PATFA Num	PATFA Per	Law Faculty Num	Law Faculty Per	Total Num	Total Per
5	1.8%	29	10.6%	2	0.7%	8	2.9%	0	0.0%	274	100.0%