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

April 28, 2025
1:00 PM
ZOOM – No Physical Location is Available

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/

**AGENDA**

**1:00-1:35 pm**
**Executive Session**
The Human Resources & Labor Relations Committee will enter Executive Session under the provisions of: 1 MRSA Section 405 6-A & 6-D.

**1:35 - 2:10 pm**
**Public Meeting Agenda**

TAB 1          HR/LR Updates

TAB 2           2023 - 2024 Turnover Analysis Report

TAB 3          2023 - 2024 Workforce Profile Report

University of Maine System
Board of Trustees

# AGENDA ITEM SUMMARY

**NAME OF ITEM**: Human Resources and Labor Relations Updates

**INITIATED BY**: Patrick Flood, Chair

**BOARD INFORMATION**:  X                **BOARD ACTION:**

**BOARD POLICY:**
N/A

**UNIFIED ACCREDITATION CONNECTION:**
N/A

**BACKGROUND:**
This is an opportunity for Committee Chair Patrick Flood and/or Vice Chancellor for Strategic Initiatives (VCSI), Carolyn Dorsey, to present timely updates regarding initiatives and actions within UMS Human Resources and Labor Relations.

University of Maine System
Board of Trustees

# AGENDA ITEM SUMMARY

**NAME OF ITEM**:    2023 - 2024 UMS Turnover Analysis Report

**INITIATED BY**:    Patrick Flood, Chair

**BOARD INFORMATION**:  **X**                 **BOARD ACTION:**

**BOARD POLICY:**
N/A

**UNIFIED ACCREDITATION CONNECTION:**
N/A

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

Attachment
2023-2024 UMS Turnover Analysis Report

2.1

# 2023 - 2024
# Turnover Analysis

Kelly Zuras, HRIS Analyst

April 3, 2025

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## UNIVERSITY OF MAINE SYSTEM – 2023-2024 TURNOVER ANALYSIS

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## UNIVERSITY OF MAINE SYSTEM – 2023-2024 TURNOVER ANALYSIS

### INTRODUCTION

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, 2023, through October 31, 2024.

The population is determined by averaging the number of staff active, on leave, or on leave without pay on November 1, 2023 and October 31, 2024.

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
PATFA - Part-Time Faculty Association, MFT/AFT, AFL-CIO
Law Faculty
Non-Represented Hourly
Non-Represented Salaried
Non-Represented Faculty

**Data Source:** PeopleSoft HRPRD Database; the University of Maine System.

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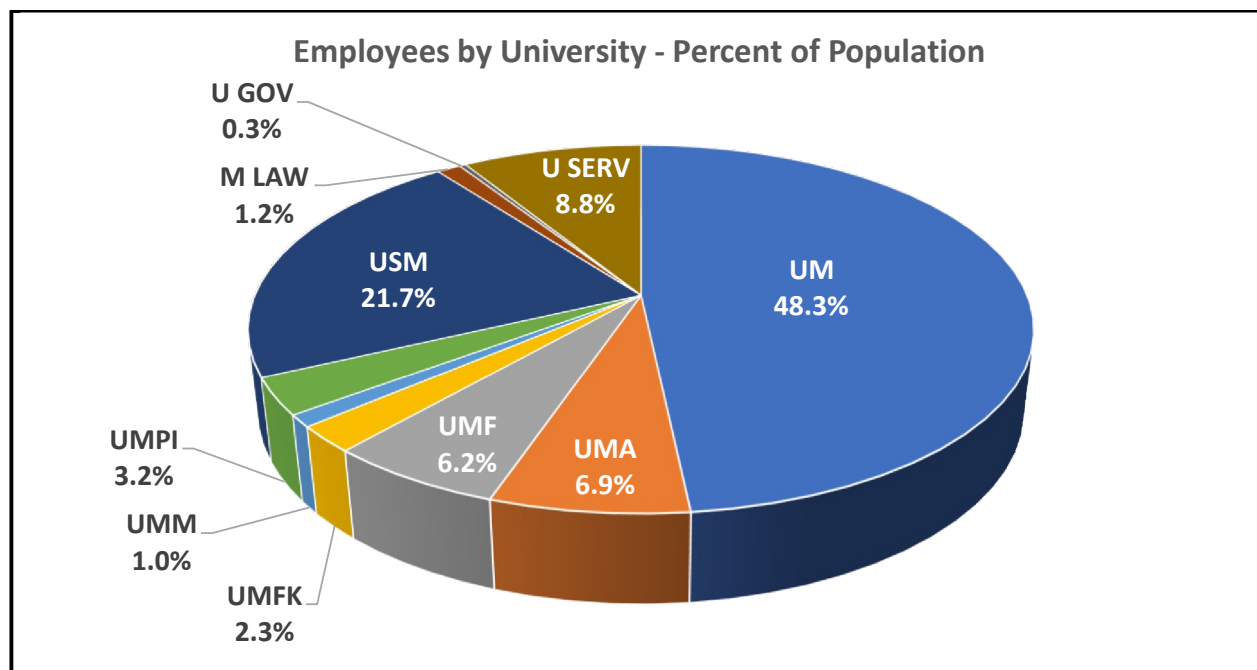**UNIVERSITY OF MAINE SYSTEM – 2023-2024 TURNOVER ANALYSIS**

## HIGHLIGHTS

- From November 1, 2023 through October 31, 2024 the number of employee separations for all reasons was 11.9% of the average population of regular employees.  Of this, voluntary resignations made up 7.7%, and retirements accounted for 3.0%.  The remaining 1.2% involuntary separations resulted from end of term appointments, layoff, and termination.  (Totals may be slightly off due to rounding)

- The turnover rate of 11.9% is down from last year's rate of 15.3% due to a decrease in involuntary separations.

- External benchmarking UMS' turnover rate, CUPA-HR Data-On-Demand gives an average turnover rate of 11.49% for institutions with student enrollment FTE greater than 8,654 between November 1, 2023 to October 31, 2024.

- The total number of separations for all reasons is 529, which is 157 less than last year for the same period; a decrease of 22.9%.

- Separation rates vary among universities from a high of 19.4% for the University of Maine at Machias campus to a low of 6.6% for University Services.

- The average years-of-service for resignations is 3.8 years, 24.9 years for retirements, and 5.8 for involuntary separations.

- There were 79 new hires with minority status.  Of this number 16% left during their first year of employment versus 84% for those with non-minority status.

- Retention of employees at all Universities is 87.9%, an increase from last year's 83.4%.

- The turnover rates for the represented and non-represented as a percentage of the bargaining unit vary with a high of 23.3% for Law to 0.0% in the PATFA unit. Separation rates in other represented bargaining units are: AFUM: 8.7%, UMPSA:  12.3%, ACSUM:  14.5%, Service and Maintenance: 14.6%, University Supervisors: 18.8%, Police:  9.9%, Non-Represented Hourly:  16.7%, Non-Represented Salaried: 11.6%, and Non-Represented Faculty:  10.7%.

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# UNIVERSITY OF MAINE SYSTEM – 2023-2024 TURNOVER ANALYSIS

## HEADCOUNT
### Average Headcount – Regular Staff

| Campus | Headcount October 31, 2023 | Headcount October 31, 2024 | Average Headcount | Percent of Total Headcount |
|---|---|---|---|---|
| University of Maine | 2,131 | 2,152 | 2,142 | 48.3% |
| University of Maine Augusta | 308 | 304 | 306 | 6.9% |
| University of Maine Farmington | 276 | 275 | 276 | 6.2% |
| University of Maine Fort Kent | 100 | 102 | 101 | 2.3% |
| University of Maine Machias | 49 | 44 | 47 | 1.0% |
| University of Maine Presque Isle | 132 | 153 | 143 | 3.2% |
| University of Southern Maine | 968 | 955 | 962 | 21.7% |
| Maine Law | 51 | 53 | 52 | 1.2% |
| Governance | 12 | 16 | 14 | 0.3% |
| University Services | 398 | 384 | 391 | 8.8% |
| *Total* | *4,425* | *4,438* | *4,432* | *100%* |



Employees by University - Percent of Population

U GOV 0.3%
M LAW 1.2%
U SERV 8.8%
USM 21.7%
UM 48.3%
UMPI 3.2%
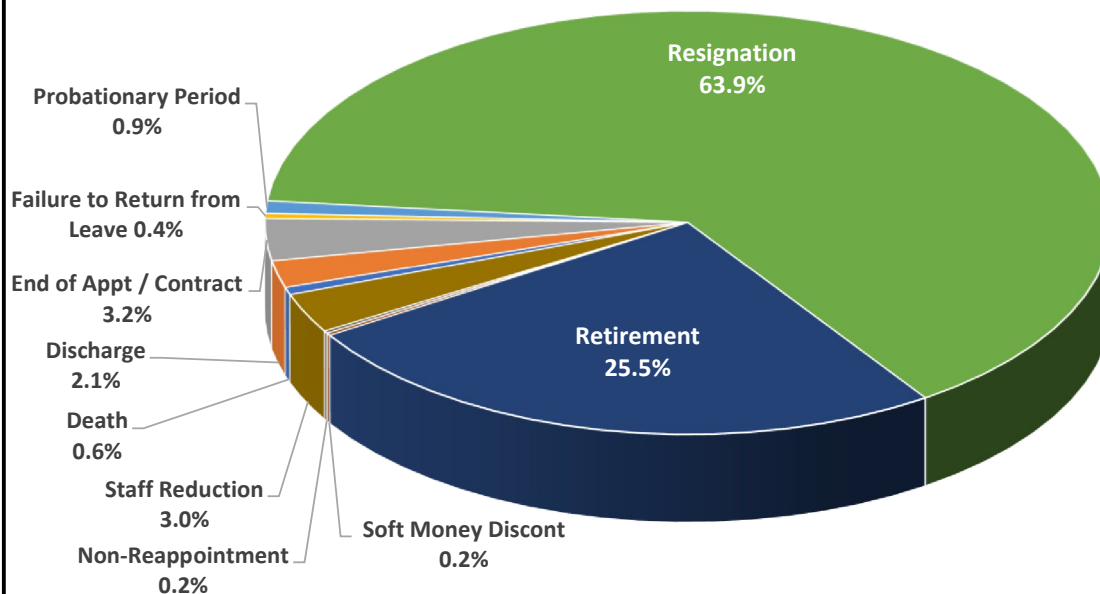UMM 1.0%
UMFK 2.3%
UMF 6.2%
UMA 6.9%

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## UNIVERSITY OF MAINE SYSTEM – 2023-2024 TURNOVER ANALYSIS

### SEPARATIONS
#### Reasons for Separations – Regular Staff

| Campus | Death | Dis-charge | End of Appt / Contract | Failure to Return from Leave | Proba-tionary Period | Resig-nation | Retire-ment | Soft Money Discon-tinuance | Non-Reappoint-ment | Staff Reduc-tion | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| University of Maine | 1 | 1 | 13 | 1 | 2 | 152 | 56 | 1 | | 4 | 231 |
| University of Maine Augusta | 1 | 6 | 1 | | | 23 | 12 | | | | 43 |
| University of Maine Farmington | | | | | | 20 | 11 | | | 7 | 38 |
| University of Maine Fort Kent | | | | 1 | | 9 | 3 | | 1 | | 14 |
| University of Maine Machias | | | | | | 6 | 3 | | | | 9 |
| University of Maine Presque Isle | | | | | | 16 | 6 | | | 1 | 23 |
| University of Southern Maine | 1 | 3 | 1 | | 2 | 91 | 34 | | | 4 | 136 |
| Maine Law | | | 2 | | | 4 | 2 | | | | 8 |
| Governance | | | | | | 1 | | | | | 1 |
| University Services | | 1 | | | 1 | 16 | 8 | | | | 26 |
| **Total** | *3* | *11* | *17* | *2* | *5* | *338* | *135* | *1* | *1* | *16* | *529* |
| **Percent Total** | *0.6%* | *2.1%* | *3.2%* | *0.4%* | *0.9%* | *63.9%* | *25.5%* | *0.2%* | *0.2%* | *3.0%* | *100%* |



Separations by Reason as a Percent of Total Separations

Resignation 63.9%
Probationary Period 0.9%
Failure to Return from Leave 0.4%
End of Appt / Contract 3.2%
Discharge 2.1%
Death 0.6%
Staff Reduction 3.0%
Non-Reappointment 0.2%
Soft Money Discont 0.2%
Retirement 25.5%

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## UNIVERSITY OF MAINE SYSTEM – 2023-2024 TURNOVER ANALYSIS

**2.1**

# TURNOVER

## Turnover by Campus

| Campus | Average Headcount | Separations | Turnover |
|---|---|---|---|
| University of Maine | 2,142 | 231 | 10.8% |
| University of Maine Augusta | 306 | 43 | 14.1% |
| University of Maine Farmington | 276 | 38 | 13.8% |
| University of Maine Fort Kent | 101 | 14 | 13.9% |
| University of Maine Machias | 47 | 9 | 19.4% |
| University of Maine Presque Isle | 143 | 23 | 16.1% |
| University of Southern Maine | 962 | 136 | 14.1% |
| Maine Law | 52 | 8 | 15.4% |
| Governance | 14 | 1 | 7.1% |
| University Services | 391 | 26 | 6.6% |
| *Total* | *4,432* | *529* | *11.9%* |

## Turnover Benchmarking 2016 - 2024

| | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|---|---|---|
| University of Maine System | 11.80% | 11.00% | 10.30% | 11.80% | 10.10% | 12.50% | 15.00% | 15.3% | 11.90% |
| CUPA Benchmark | 10.40% | 10.70% | 11.70% | 11.40% | 10.10% | 12.70% | 14.30% | 12.9% | 11.49% |

## Comparison Separation Trend lines between CUPA and University of Maine System
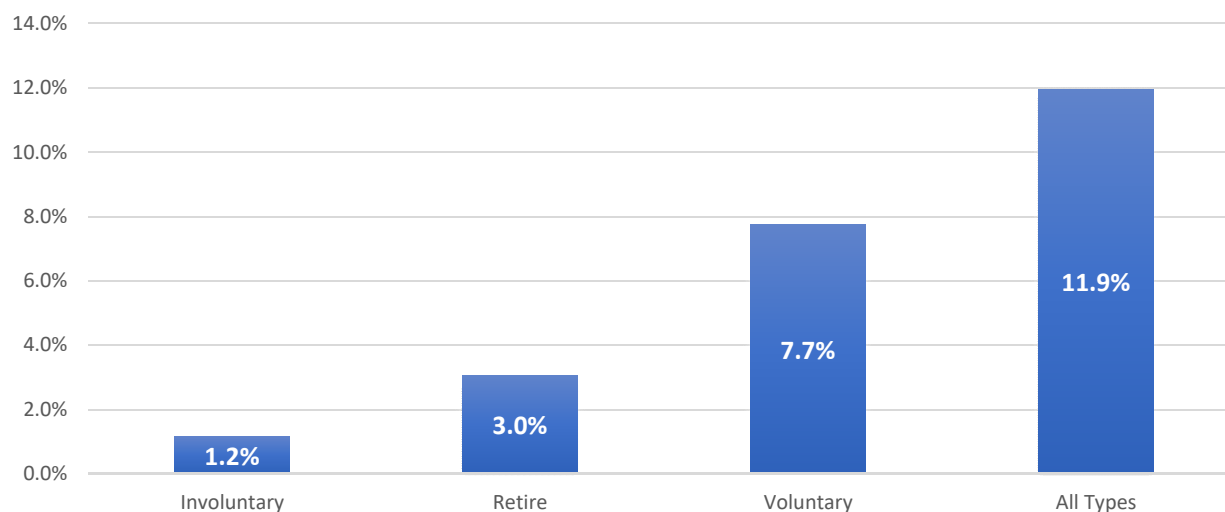


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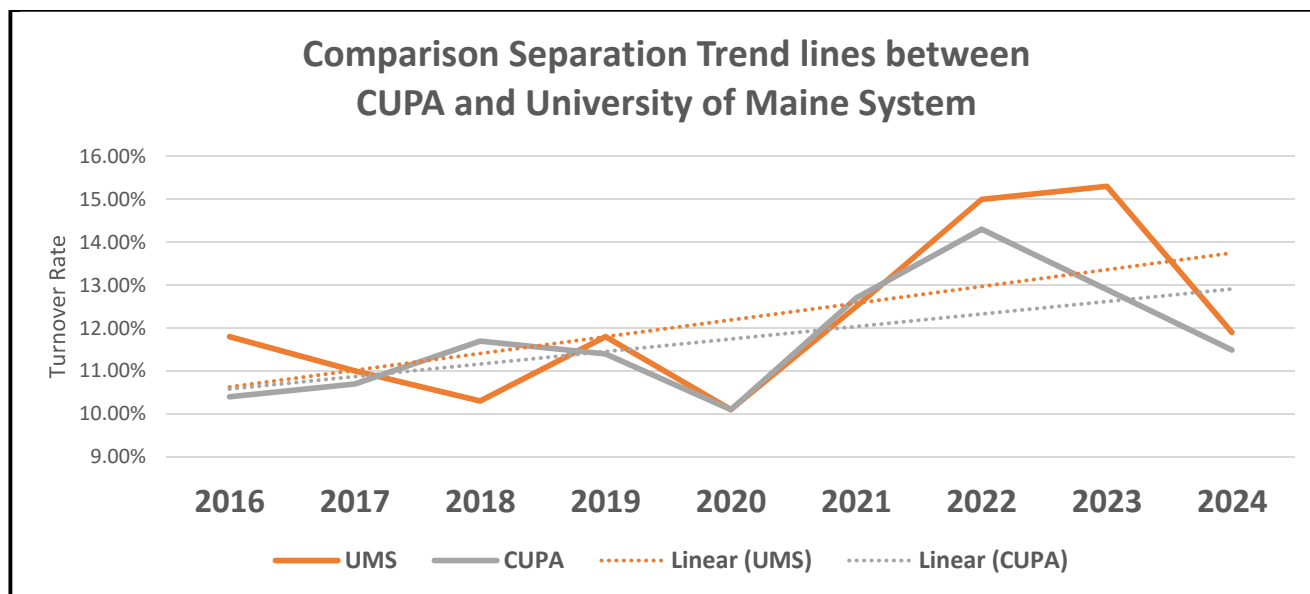
# UNIVERSITY OF MAINE SYSTEM – 2023-2024 TURNOVER ANALYSIS

## SEPARATION DETAILS
### Separations by Type

| Campus | Involuntary | Retirement | Voluntary | Total |
|---|---|---|---|---|
| University of Maine | 21 | 56 | 154 | 231 |
| University of Maine Augusta | 7 | 12 | 24 | 43 |
| University of Maine Farmington | 7 | 11 | 20 | 38 |
| University of Maine Fort Kent | 1 | 3 | 10 | 14 |
| University of Maine Machias | | 3 | 6 | 9 |
| University of Maine Presque Isle | 1 | 6 | 16 | 23 |
| University of Southern Maine | 10 | 34 | 92 | 136 |
| Maine Law | 2 | 2 | 4 | 8 |
| Governance | | | 1 | 1 |
| University Services | 2 | 8 | 16 | 26 |
| *Total* | *51* | *135* | *343* | *529* |
| *Percent of Average Headcount* | *1.2%* | *3.0%* | *7.7%* | *11.9%* |

### Separations by Type as a Percentage of Average Popluation

| | Involuntary | Retire | Voluntary | All Types |
|---|---|---|---|---|
| | 1.2% | 3.0% | 7.7% | 11.9% |

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# UNIVERSITY OF MAINE SYSTEM – 2023-2024 TURNOVER ANALYSIS

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

| Campus | Involuntary | Retirement | Voluntary |
|---|---|---|---|
| University of Maine | 7.2 | 25.2 | 3.4 |
| University of Maine Augusta | 3.5 | 30.3 | 4.0 |
| University of Maine Farmington | 8.0 | 19.2 | 4.8 |
| University of Maine Fort Kent | 4.8 | 23.8 | 3.9 |
| University of Maine Machias | | 20.1 | 1.1 |
| University of Maine Presque Isle | 6.4 | 23.6 | 2.8 |
| University of Southern Maine | 4.2 | 24.9 | 4.0 |
| Maine Law | 1.3 | 18.2 | 1.4 |
| Governance | | | 6.7 |
| University Services | 3.7 | 27.5 | 6.7 |
| *Total* | *5.8* | *24.9* | *3.8* |

**Separations by Years of Service, by Gender, by Minority Status**

| | Less Than One Year | One Year | Two Years | Three Years | Four Years | Over Five Years |
|---|---|---|---|---|---|---|
| Number of Terminations | 93 | 86 | 65 | 25 | 17 | 243 |
| Female | 50 | 44 | 33 | 12 | 6 | 126 |
| Male | 42 | 42 | 29 | 13 | 11 | 116 |
| Not Specified | 1 | 0 | 3 | 0 | 0 | 1 |
| Minority | 15 | 13 | 9 | 5 | 4 | 11 |
| Non-minority | 78 | 73 | 56 | 20 | 13 | 232 |

**Separations by Years of Service, by Gender, by Minority Status (Percentages)**

| | Less Than One Year | One Year | Two Years | Three Years | Four Years | Over Five Years |
|---|---|---|---|---|---|---|
| Number of Terminations | 18% | 16% | 12% | 5% | 3% | 46% |
| Female | 54% | 51% | 50% | 48% | 35% | 52% |
| Male | 45% | 49% | 45% | 52% | 65% | 48% |
| Not Specified | 1% | 0% | 5% | 0% | 0% | 0% |
| *Totals* | *100%* | *100%* | *100%* | *100%* | *100%* | *100%* |
| Minority | 16% | 15% | 14% | 20% | 24% | 5% |
| Non-minority | 84% | 85% | 86% | 80% | 76% | 95% |
| *Totals* | *100%* | *100%* | *100%* | *100%* | *100%* | *100%* |

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# UNIVERSITY OF MAINE SYSTEM – 2023-2024 TURNOVER ANALYSIS

## RETENTION

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

### Retention – Regular Staff

| Campus | Headcount October 31, 2023 | Headcount October 31, 2024 | Number of Separations | Retention |
|---|---|---|---|---|
| University of Maine | 2,131 | 2,152 | 231 | 88.7% |
| University of Maine Augusta | 308 | 304 | 43 | 86.6% |
| University of Maine Farmington | 276 | 275 | 38 | 86.4% |
| University of Maine Fort Kent | 100 | 102 | 14 | 85.1% |
| University of Maine Machias | 49 | 44 | 9 | 86.0% |
| University of Maine Presque Isle | 132 | 153 | 23 | 76.5% |
| University of Southern Maine | 968 | 955 | 136 | 86.5% |
| Maine Law | 51 | 53 | 8 | 82.7% |
| Governance | 12 | 16 | 1 | 78.6% |
| University Services | 398 | 384 | 26 | 95.1% |
| *Total* | *4,425* | *4,438* | *529* | *87.9%* |

### Hires as a Percent of Average Headcount

| Campus | Average Headcount | Hires | Percent of Total Headcount |
|---|---|---|---|
| University of Maine | 2,142 | 204 | 9.5% |
| University of Maine Augusta | 306 | 35 | 11.4% |
| University of Maine Farmington | 276 | 26 | 9.4% |
| University of Maine Fort Kent | 101 | 14 | 13.9% |
| University of Maine Machias | 47 | 2 | 4.3% |
| University of Maine Presque Isle | 143 | 36 | 25.3% |
| University of Southern Maine | 962 | 99 | 10.3% |
| Maine Law | 52 | 10 | 19.2% |
| Governance | 14 | 2 | 14.3% |
| University Services | 391 | 28 | 7.2% |
| *Total* | *4,432* | *456* | *10.3%* |

### New Appointments as a Percent of Average Headcount

| Campus | Average Headcount | New Appointments | Percent of Average Headcount |
|---|---|---|---|
| University of Maine | 2,142 | 140 | 6.5% |
| University of Maine Augusta | 306 | 22 | 7.2% |
| University of Maine Farmington | 276 | 16 | 5.8% |
| University of Maine Fort Kent | 101 | 12 | 11.9% |
| University of Maine Machias | 47 | 4 | 8.6% |
| University of Maine Presque Isle | 143 | 17 | 11.9% |
| University of Southern Maine | 962 | 69 | 7.2% |
| Maine Law | 52 | 6 | 11.5% |
| Governance | 14 | 3 | 21.4% |
| University Services | 391 | 26 | 6.6% |
| *Total* | *4,432* | *315* | *7.1%* |

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# UNIVERSITY OF MAINE SYSTEM – 2023-2024 TURNOVER ANALYSIS

### Hires by Gender and Minority Status

| Campus | Female | Male | Not Specified | Total | Minority | Non-minority | Total |
|---|---|---|---|---|---|---|---|
| University of Maine | 93 | 96 | 15 | 204 | 42 | 162 | 204 |
| University of Maine Augusta | 23 | 11 | 1 | 35 | 5 | 30 | 35 |
| University of Maine Farmington | 13 | 11 | 2 | 26 | 2 | 24 | 26 |
| University of Maine Fort Kent | 8 | 5 | 1 | 14 | 1 | 13 | 14 |
| University of Maine Machias | 1 | 1 | 0 | 2 | 0 | 2 | 2 |
| University of Maine Presque Isle | 21 | 12 | 3 | 36 | 3 | 33 | 36 |
| University of Southern Maine | 56 | 36 | 7 | 99 | 15 | 84 | 99 |
| Maine Law | 7 | 1 | 2 | 10 | 2 | 8 | 10 |
| Governance | 1 | 1 | 0 | 2 | 0 | 2 | 2 |
| University Services | 6 | 15 | 7 | 28 | 9 | 19 | 28 |
| *Total* | *229* | *189* | *38* | *456* | *79* | *377* | *456* |

### Hires by Gender and Minority Status (Percentages)

| Campus | Female | Male | Not Specified | Total | Minority | Non-minority | Total |
|---|---|---|---|---|---|---|---|
| University of Maine | 45.6% | 47% | 7.4% | 100% | 20.6% | 79.4% | 100% |
| University of Maine Augusta | 65.7% | 31.4% | 2.9% | 100% | 14.3% | 85.7% | 100% |
| University of Maine Farmington | 50% | 42.3% | 7.7% | 100% | 7.7% | 92.3% | 100% |
| University of Maine Fort Kent | 57.1% | 35.7% | 7.1% | 100% | 7.1% | 92.9% | 100% |
| University of Maine Machias | 50% | 50% | 0% | 100% | 0% | 100% | 100% |
| University of Maine Presque Isle | 58.3% | 33.3% | 8.4% | 100% | 8.3% | 91.7% | 100% |
| University of Southern Maine | 56.6% | 36.4% | 7% | 100% | 15.2% | 84.8% | 100% |
| Maine Law | 70% | 10% | 20% | 100% | 20% | 80% | 100% |
| Governance | 50% | 50% | 0% | 100% | 0% | 100% | 100% |
| University Services | 21.4% | 53.6% | 25% | 100% | 32.1% | 67.9% | 100% |
| *Total* | *50.2%* | *41.5%* | *8.3%* | *100%* | *17.3%* | *82.7%* | *100%* |

### Less Than One Year Separations vs Hires by Gender and Minority Status

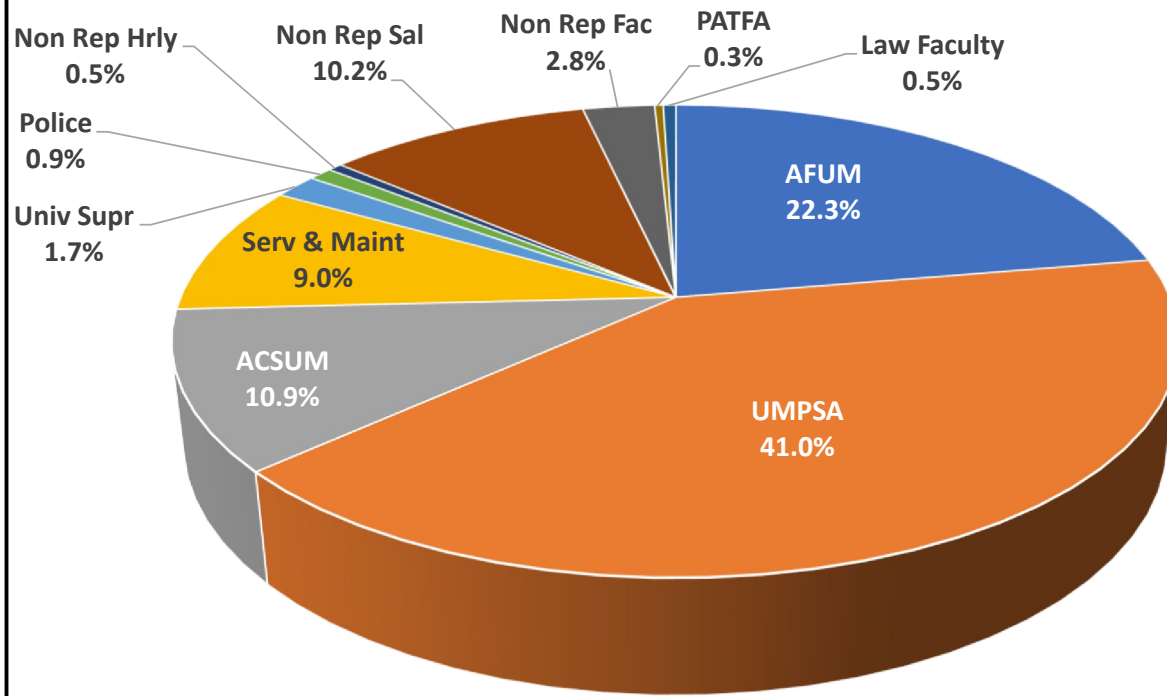| | Number of Separations | Hires | Percent of Separations vs Hires |
|---|---|---|---|
| Female | 50 | 229 | 22% |
| Male | 42 | 189 | 22% |
| Not Specified | 1 | 38 | 3% |
| Minority | 15 | 79 | 19% |
| Non-minority | 78 | 377 | 21% |

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# UNIVERSITY OF MAINE SYSTEM – 2023-2024 TURNOVER ANALYSIS

## TURNOVER METRICS BY BARGAINING UNITS

### Average Headcount – Regular Staff

| Bargaining Unit | Headcount October 31, 2023 | Headcount October 31, 2024 | Average Headcount | Percent of Total Headcount |
|---|---|---|---|---|
| AFUM | 984 | 994 | 989 | 22.3% |
| UMPSA | 1,785 | 1,848 | 1,817 | 41.0% |
| ACSUM | 502 | 462 | 482 | 10.9% |
| Service and Maintenance | 398 | 397 | 398 | 9.0% |
| University Supervisors | 80 | 69 | 75 | 1.7% |
| Police | 40 | 41 | 41 | 0.9% |
| PATFA | 14 | 15 | 15 | 0.3% |
| Law Faculty | 22 | 21 | 22 | 0.5% |
| Non-Represented Hourly | 26 | 22 | 24 | 0.5% |
| Non-Represented Salaried | 449 | 451 | 450 | 10.2% |
| Non-Represented Faculty | 125 | 119 | 122 | 2.8% |
| *Total* | *4,425* | *4,439* | *4,432* | *100.0%* |



Employees by Bargaining Unit - Percent of Population

- Non Rep Hrly 0.5%
- Non Rep Sal 10.2%
- Non Rep Fac 2.8%
- PATFA 0.3%
- Law Faculty 0.5%
- Police 0.9%
- Univ Supr 1.7%
- Serv & Maint 9.0%
- ACSUM 10.9%
- AFUM 22.3%
- UMPSA 41.0%

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# UNIVERSITY OF MAINE SYSTEM – 2023-2024 TURNOVER ANALYSIS

**Reasons for Separations – Regular Staff**

| Bargaining Unit | Death | Dis-charge | End of Appt / Contract | Failure to Return from Leave | Proba-tionary Period | Resig-nation | Retire-ment | Soft Money Discon-tinuance | Non-Reappoint-ment | Staff Reduc-tion | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| AFUM | 2 | | 5 | | | 39 | 32 | | 1 | 7 | 86 |
| UMPSA | 1 | 2 | 7 | 2 | 1 | 173 | 32 | 1 | | 4 | 223 |
| ACSUM | | 3 | 1 | | 1 | 43 | 21 | | | 1 | 70 |
| Service and Maintenance | | 5 | 1 | | | 34 | 18 | | | | 58 |
| University Supervisors | | 1 | | | | 5 | 8 | | | | 14 |
| Police | | | | | | 3 | 1 | | | | 4 |
| PATFA | | | | | | | | | | | 0 |
| Law Faculty | | | 2 | | | 1 | 2 | | | | 5 |
| Non-Represented Hourly | | | | | | 4 | | | | | 4 |
| Non-Represented Salaried | | | 1 | | 3 | 26 | 18 | | | 4 | 52 |
| Non-Represented Faculty | | | | | | 10 | 3 | | | | 13 |
| *Total* | *3* | *11* | *17* | *2* | *5* | *338* | *135* | *1* | *1* | *16* | *529* |
| *Percent Total* | *0.6%* | *2.1%* | *3.2%* | *0.4%* | *0.9%* | *63.9%* | *25.5%* | *0.2%* | *0.2%* | *3.0%* | *100.0%* |

**Separations by Bargaining Unit as a Percentage of Total Separations**

| Bargaining Unit | Separations | Percentage |
|---|---|---|
| AFUM | 86 | 16.2% |
| UMPSA | 223 | 42.2% |
| ACSUM | 70 | 13.2% |
| Service and Maintenance | 58 | 11.0% |
| University Supervisors | 14 | 2.6% |
| Police | 4 | 0.8% |
| PATFA | 0 | 0% |
| Law Faculty | 5 | 0.9% |
| Non-Represented Hourly | 4 | 0.8% |
| Non-Represented Salaried | 52 | 9.8% |
| Non-Represented Faculty | 13 | 2.5% |
| *Total* | *529* | *100.0%* |

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# UNIVERSITY OF MAINE SYSTEM – 2023-2024 TURNOVER ANALYSIS

## Turnover by Bargaining Unit

| Bargaining Unit | Average Headcount | Separations | Turnover |
|---|---|---|---|
| AFUM | 989 | 86 | 8.7% |
| UMPSA | 1,817 | 223 | 12.3% |
| ACSUM | 482 | 70 | 14.5% |
| Service and Maintenance | 398 | 58 | 14.6% |
| University Supervisors | 75 | 14 | 18.8% |
| Police | 41 | 4 | 9.9% |
| PATFA | 15 | 0 | 0% |
| Law Faculty | 22 | 5 | 23.3% |
| Non-Represented Hourly | 24 | 4 | 16.7% |
| Non-Represented Salaried | 450 | 52 | 11.6% |
| Non-Represented Faculty | 122 | 13 | 10.7% |
| *Total* | *4,432* | *529* | *11.9%* |

## Separations by Type

| Bargaining Unit | Involuntary | Retirement | Voluntary | Total |
|---|---|---|---|---|
| AFUM | 13 | 32 | 41 | 86 |
| UMPSA | 15 | 32 | 176 | 223 |
| ACSUM | 6 | 21 | 43 | 70 |
| Service and Maintenance | 6 | 18 | 34 | 58 |
| University Supervisors | 1 | 8 | 5 | 14 |
| Police | | 1 | 3 | 4 |
| PATFA | | | | 0 |
| Law Faculty | 2 | 2 | 1 | 5 |
| Non-Represented Hourly | | | 4 | 4 |
| Non-Represented Salaried | 8 | 18 | 26 | 52 |
| Non-Represented Faculty | | 3 | 10 | 13 |
| *Total* | *51* | *135* | *343* | *529* |
| *Percent of Average Headcount* | *1.2%* | *3.0%* | *7.7%* | *11.9%* |

## Average Years of Service Prior to Separation by Type

| Bargaining Unit | Involuntary | Retirement | Voluntary |
|---|---|---|---|
| AFUM | 5.6 | 27.9 | 6.0 |
| UMPSA | 7.1 | 23.3 | 3.9 |
| ACSUM | 2.6 | 24.9 | 1.8 |
| Service and Maintenance | 6.3 | 19.2 | 2.9 |
| University Supervisors | 26.7 | 25.6 | 6.7 |
| Police | | 35.9 | 0.7 |
| PATFA | | | |
| Law Faculty | 1.3 | 18.2 | 1.3 |
| Non-Represented Hourly | | | 0.8 |
| Non-Represented Salaried | 4.1 | 26.4 | 5.1 |
| Non-Represented Faculty | | 34.3 | 1.8 |
| *Total* | *5.8* | *24.9* | *3.8* |

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# UNIVERSITY OF MAINE SYSTEM – 2023-2024 TURNOVER ANALYSIS

### Retention – Regular Staff

| Bargaining Unit | Headcount October 31, 2023 | Headcount October 31, 2024 | Number of Separations | Retention |
|---|---|---|---|---|
| AFUM | 984 | 994 | 86 | 90.8% |
| UMPSA | 1,785 | 1,848 | 223 | 86.0% |
| ACSUM | 502 | 462 | 70 | 89.6% |
| Service and Maintenance | 398 | 397 | 58 | 85.5% |
| University Supervisors | 80 | 69 | 14 | 88.6% |
| Police | 40 | 41 | 4 | 88.9% |
| PATFA | 14 | 15 | 0 | 100% |
| Law Faculty | 22 | 21 | 5 | 79.1% |
| Non-Represented Hourly | 26 | 22 | 4 | 91.7% |
| Non-Represented Salaried | 449 | 451 | 52 | 88.2% |
| Non-Represented Faculty | 125 | 119 | 13 | 91.8% |
| *Total* | *4,425* | *4,439* | *529* | *87.9%* |

### Hires as a Percent of Average Headcount

| Bargaining Unit | Average Headcount | Hires | Percent of Average Headcount |
|---|---|---|---|
| AFUM | 989 | 22 | 2.2% |
| UMPSA | 1,817 | 103 | 5.7% |
| ACSUM | 482 | 25 | 5.2% |
| Service and Maintenance | 398 | 25 | 6.3% |
| University Supervisors | 75 | 2 | 2.7% |
| Police | 41 | 5 | 12.3% |
| PATFA | 15 | 1 | 6.9% |
| Law Faculty | 22 | 0 | 0.0% |
| Non-Represented Hourly | 24 | 4 | 16.7% |
| Non-Represented Salaried | 450 | 14 | 3.1% |
| Non-Represented Faculty | 122 | 8 | 6.6% |
| *Total* | *4,432* | *209* | *4.7%* |

### New Appointments as a Percent of Average Headcount

| Bargaining Unit | Average Headcount | New Appointments | Percent of Average Headcount |
|---|---|---|---|
| AFUM | 989 | 46 | 4.7% |
| UMPSA | 1,817 | 164 | 9.0% |
| ACSUM | 482 | 26 | 5.4% |
| Service and Maintenance | 398 | 16 | 4.0% |
| University Supervisors | 75 | 3 | 4.0% |
| Police | 41 | 4 | 9.9% |
| PATFA | 15 | 2 | 13.8% |
| Law Faculty | 22 | 4 | 18.6% |
| Non-Represented Hourly | 24 | 2 | 8.3% |
| Non-Represented Salaried | 450 | 42 | 9.3% |
| Non-Represented Faculty | 122 | 6 | 4.9% |
| *Total* | *4,432* | *315* | *7.1%* |

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**3**

University of Maine System
Board of Trustees

# AGENDA ITEM SUMMARY

**NAME OF ITEM**:     2023 - 2024 UMS Workforce Profile Report

**INITIATED BY**:     Patrick Flood, Chair

**BOARD INFORMATION**:  **X**          **BOARD ACTION:**

**BOARD POLICY:**
N/A

**UNIFIED ACCREDITATION CONNECTION:**
N/A

**BACKGROUND:**
The Chief Human Resources Officer 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.

Attachment
2023-2024 UMS Workforce Profile Report

**3.1**

# 2024 Workforce Profile Summary

- Data prepared by Jacob Foster, Compensation Manager
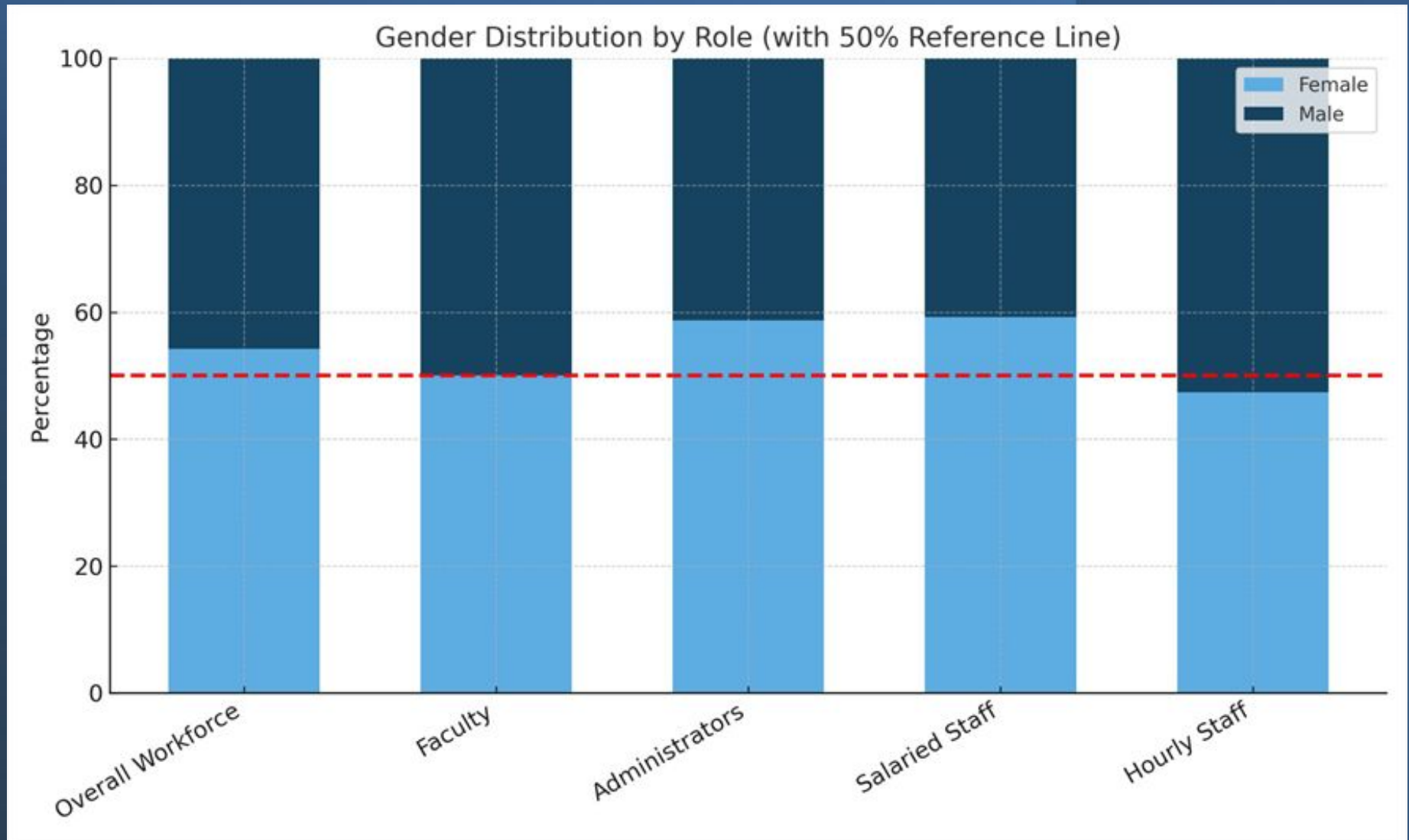- Presented by Amie Parker, CHRO

**3.1**



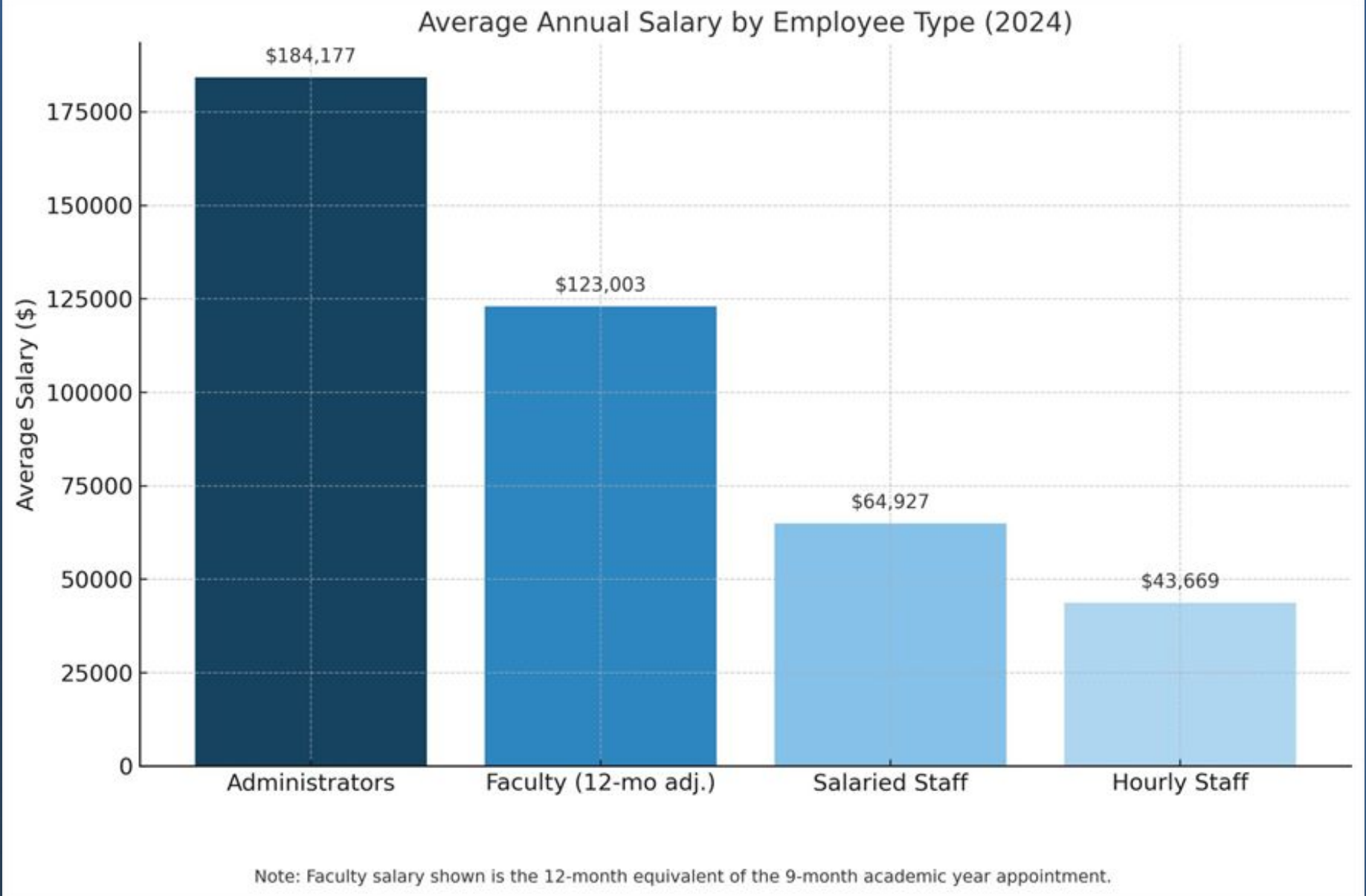Student vs. Employee Head Count
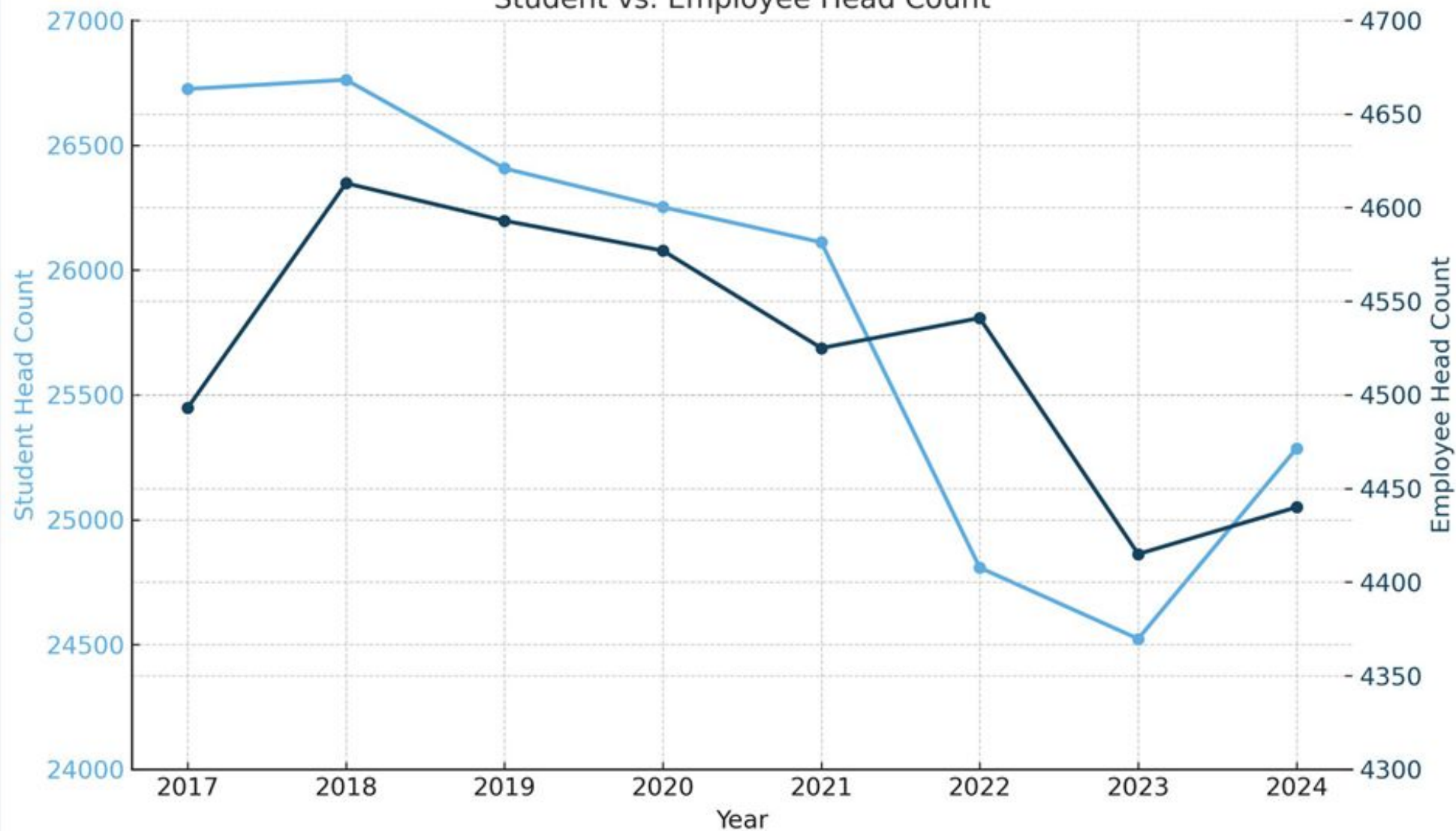
* Student Head Count numbers were adjusted to match 2024 Fall Enrollment Report counts now that Early College students are no longer included.
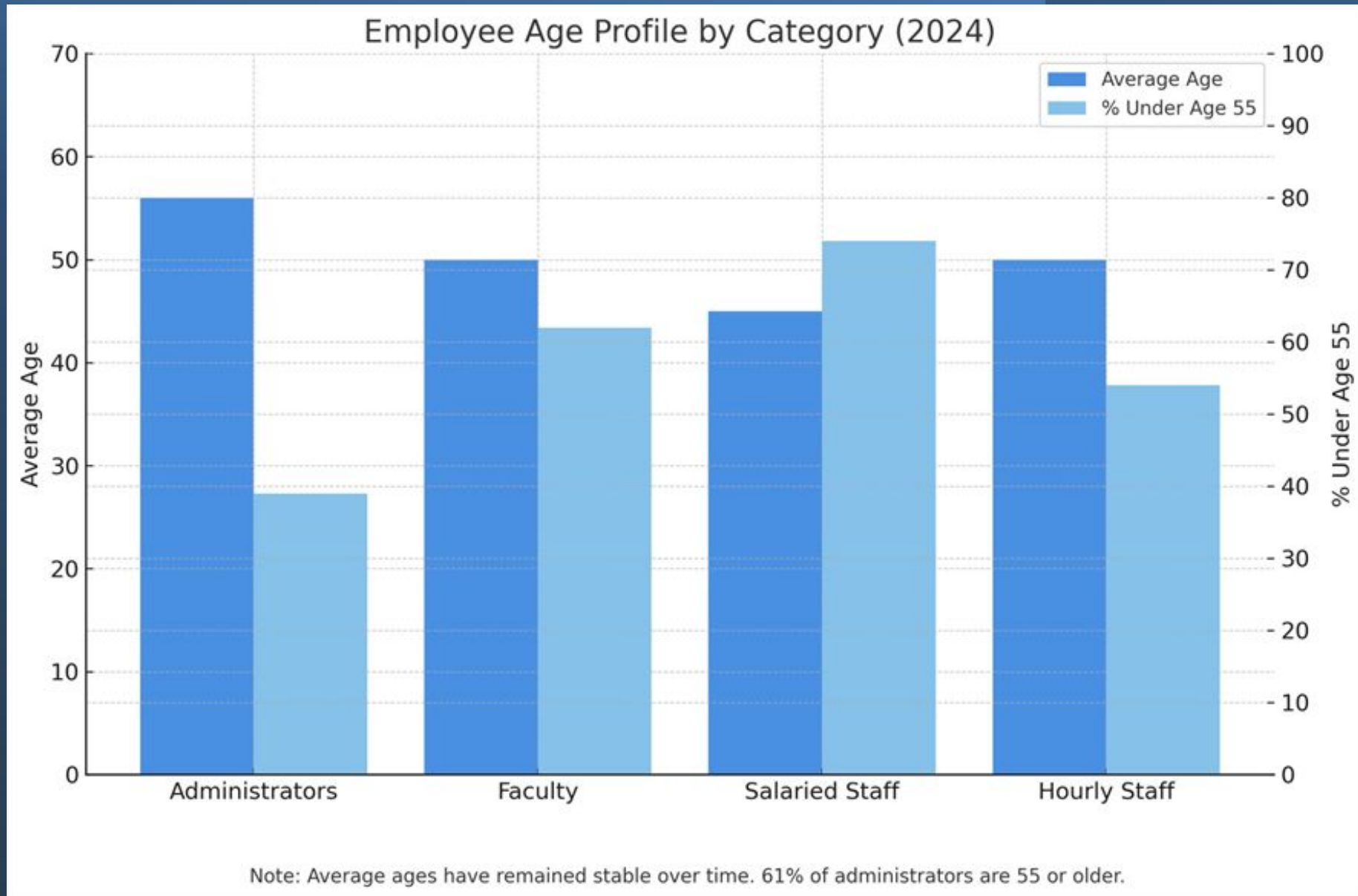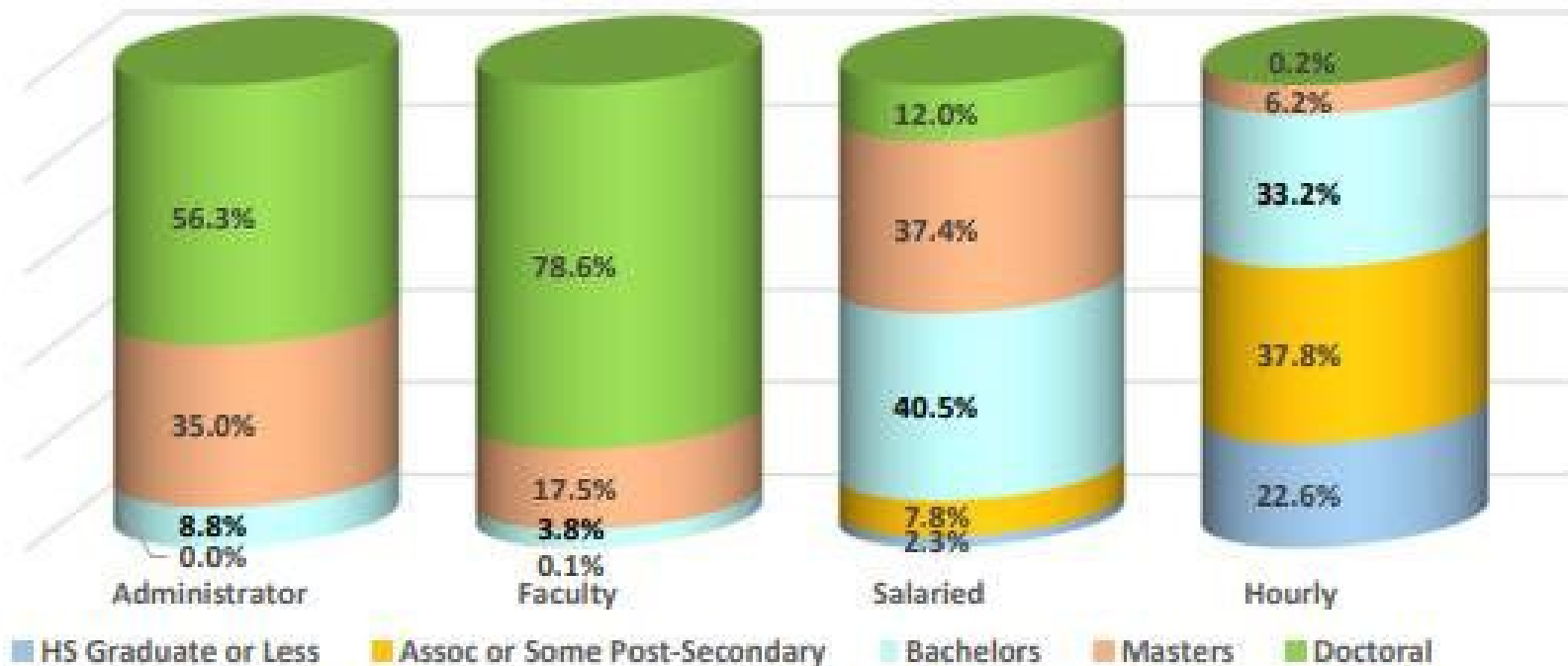
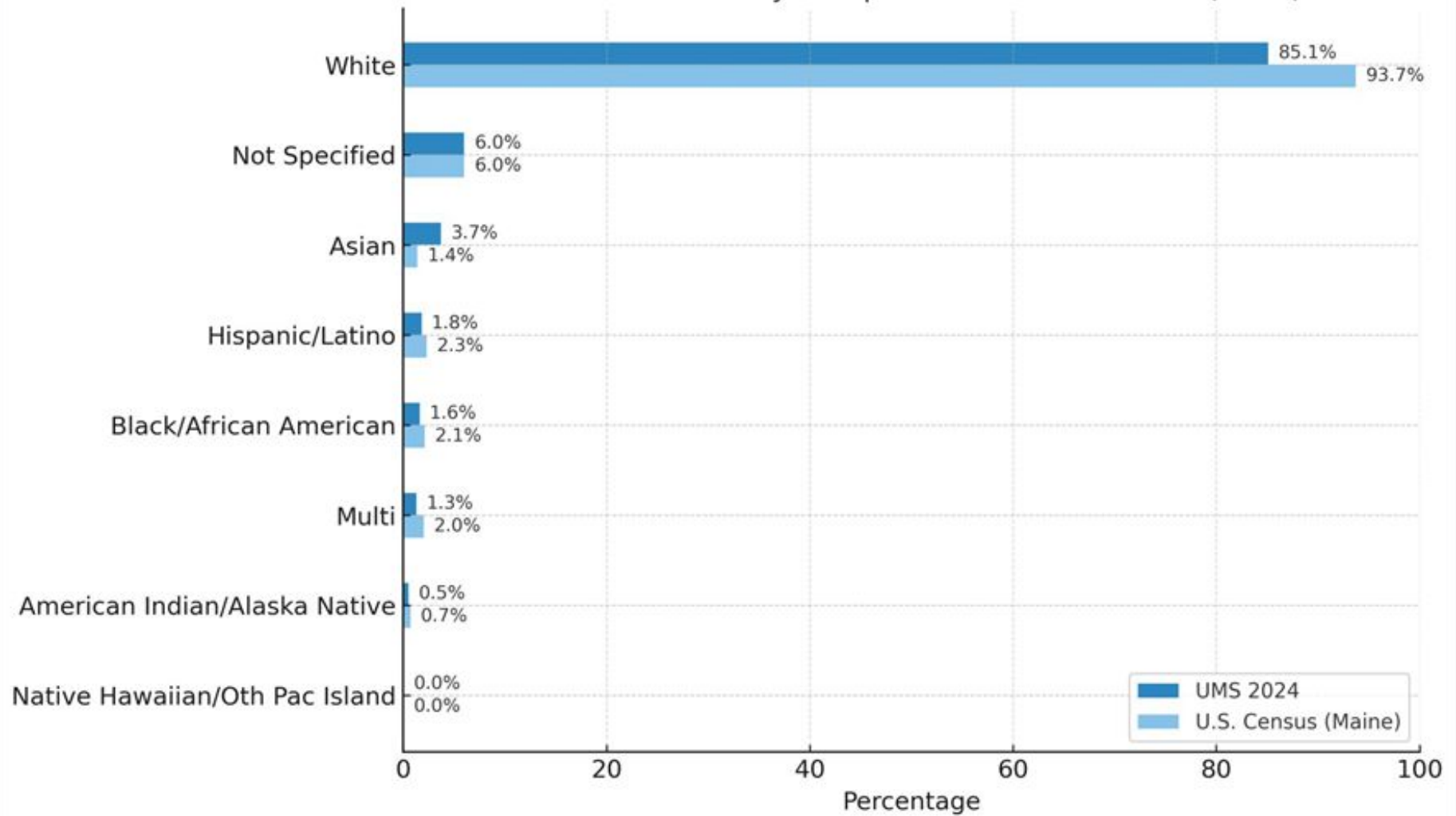3.1



Workforce Composition by Role

3.1



Gender Distribution by Role (with 50% Reference Line)

**3.1**



Average Annual Salary by Employee Type (2024)

Note: Faculty salary shown is the 12-month equivalent of the 9-month academic year appointment.

**3.1**



Employee Age Profile by Category (2024)

Note: Average ages have remained stable over time. 61% of administrators are 55 or older.

**3.1**
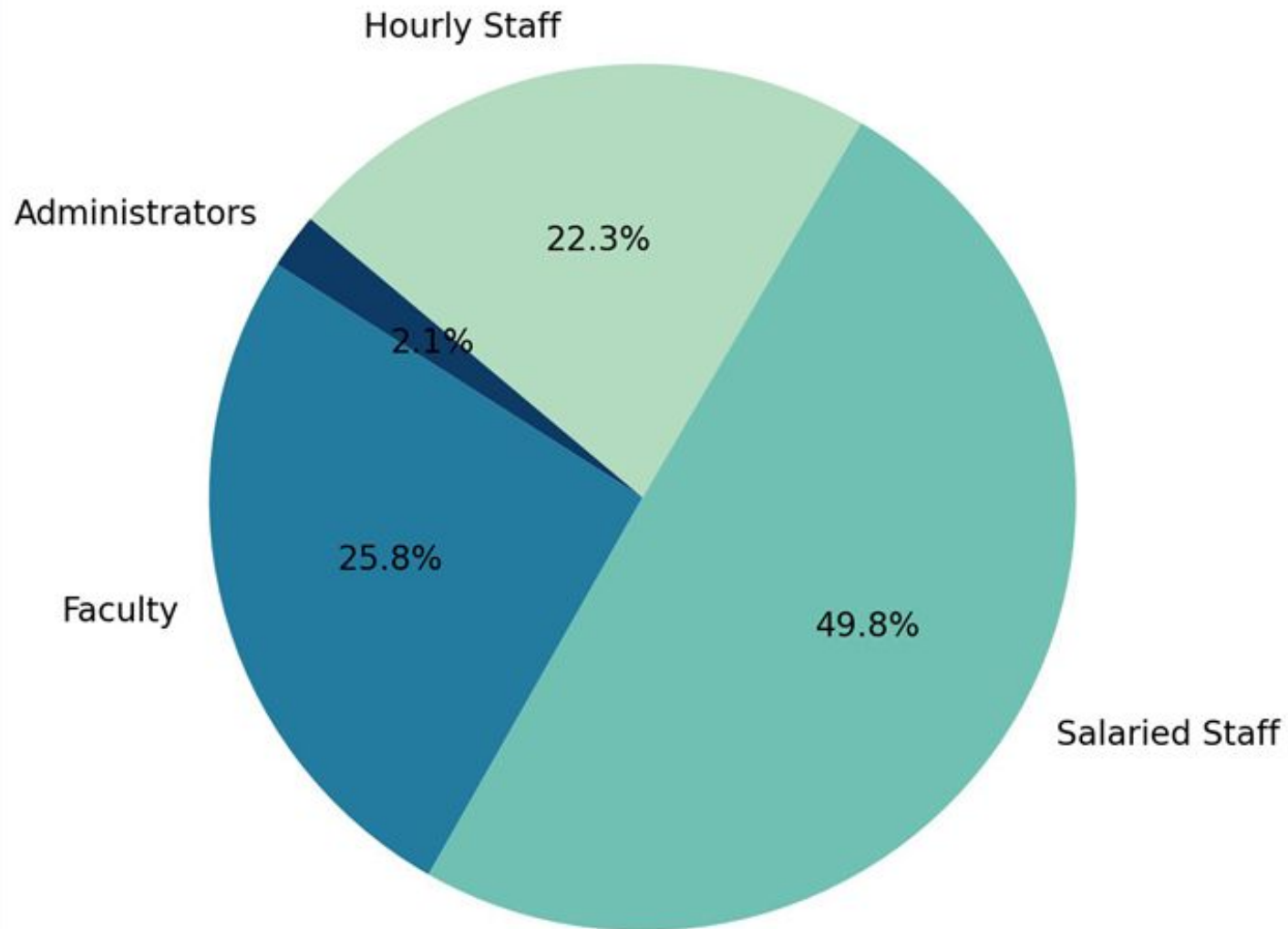


Highest Degree by Employment Category *

**Administrator:** 56.3%, 35.0%, 8.8%, 0.0%

**Faculty:** 78.6%, 17.5%, 3.8%, 0.1%

**Salaried:** 12.0%, 37.4%, 40.5%, 7.8%, 2.3%

**Hourly:** 0.2%, 6.2%, 33.2%, 37.8%, 22.6%

Legend: HS Graduate or Less | Assoc or Some Post-Secondary | Bachelors | Masters | Doctoral

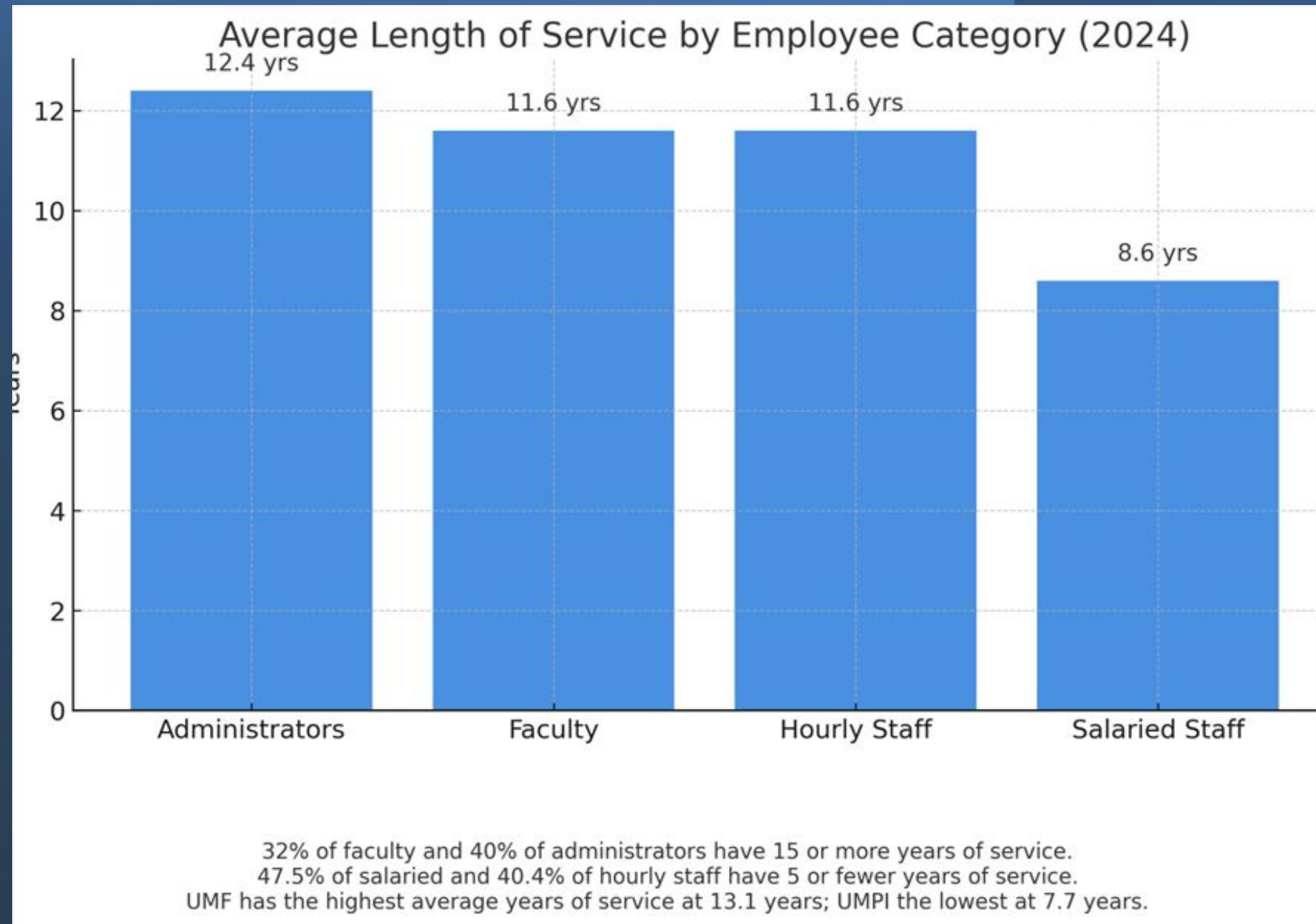* Percentage shown for Highest Degree is a percent of the total employees who reported education level; 712 employees did not indicate.

**3.1**
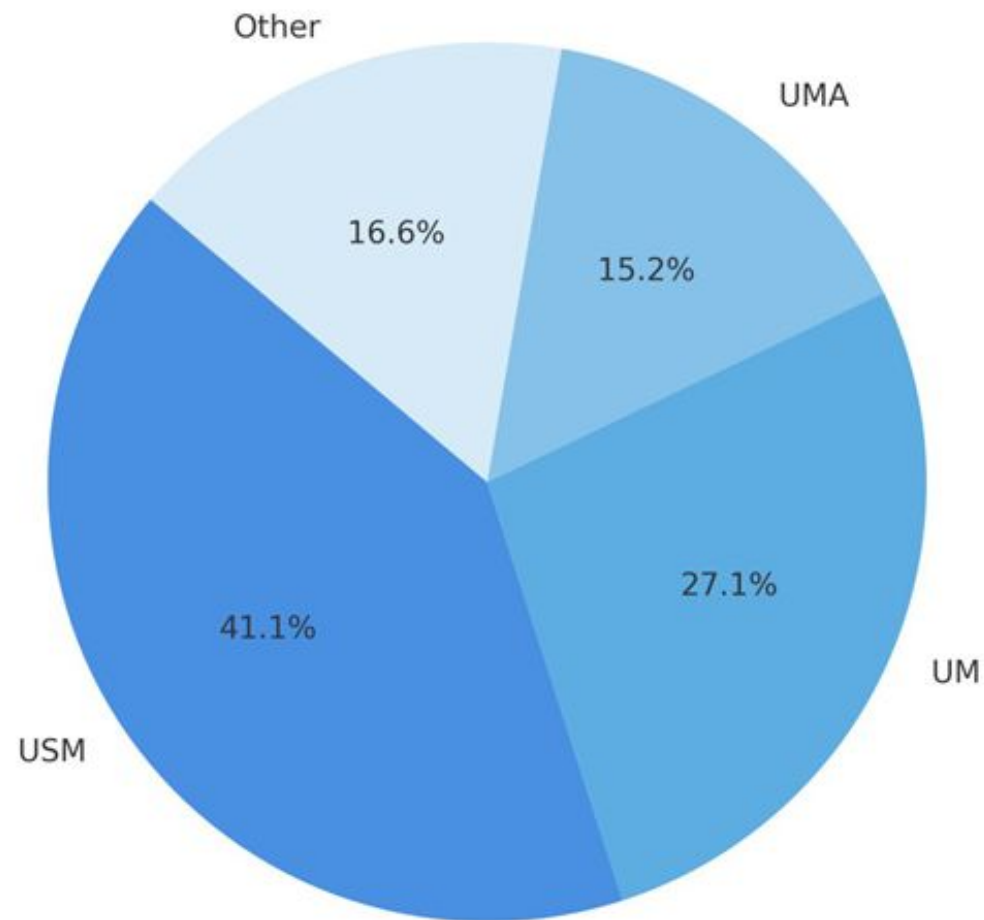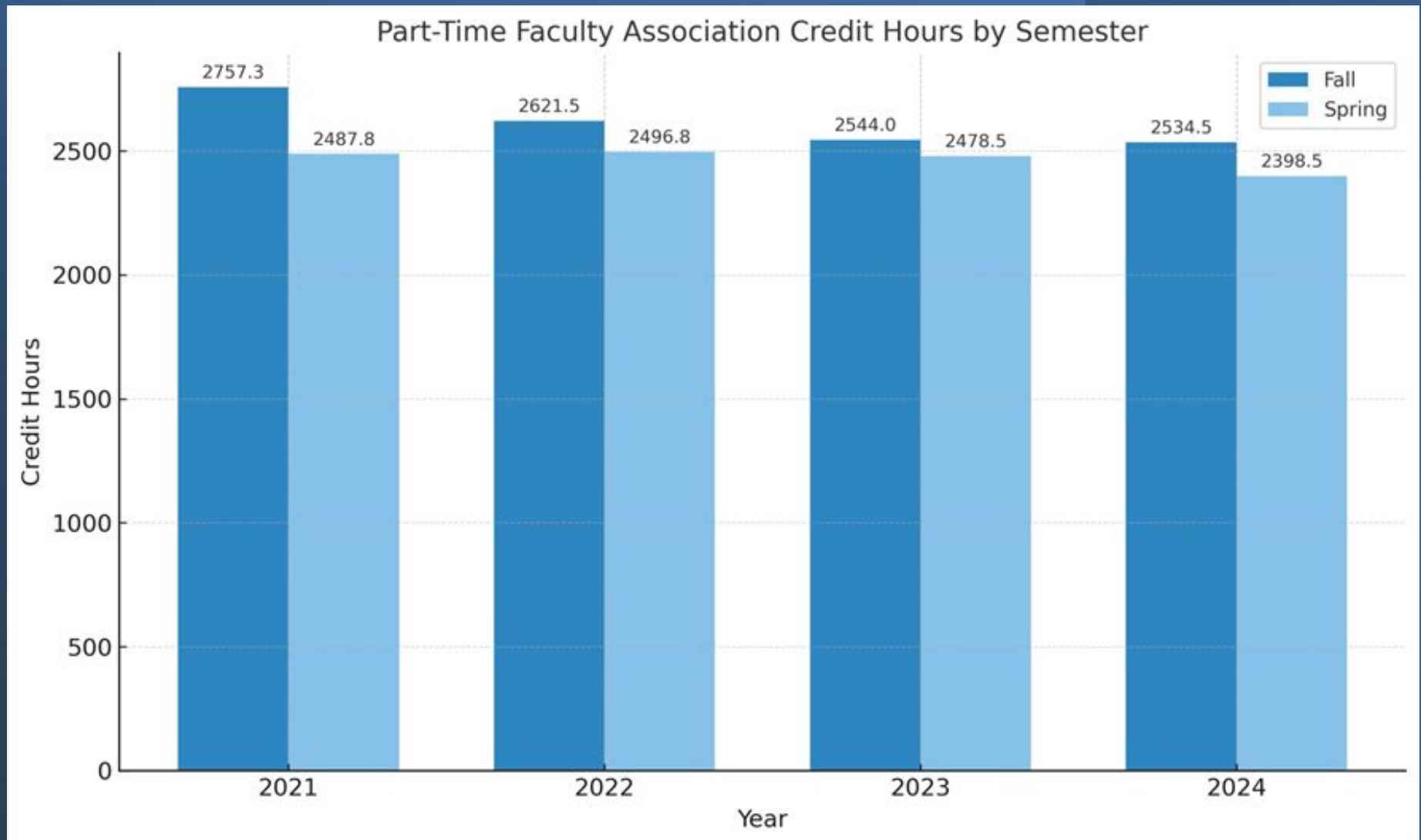


Race and Ethnicity Comparison: UMS vs. Maine (2024)

Average Length of Service by Employee Category (2024)

32% of faculty and 40% of administrators have 15 or more years of service.
47.5% of salaried and 40.4% of hourly staff have 5 or fewer years of service.
UMF has the highest average years of service at 13.1 years; UMPI the lowest at 7.7 years.

**3.1**

**3.1**



Distribution of Part-Time Faculty by Campus (Fall 2024)

Other — 16.6%
UMA — 15.2%
UM — 27.1%
USM — 41.1%

Total of 793 part-time faculty taught 2,534 credit hours in Fall 2024.

**3.1**



Part-Time Faculty Association Credit Hours by Semester

# Observations & Considerations

**3.1**

Succession planning needed for aging leadership

Continued focus on workforce diversity

Monitor trends in gender balance, especially hourly roles

Address increase in unreported education levels

Continue to evaluate workforce stability across part-time faculty