

University of Maine System  
Board of Trustees  
at the University of Maine System

May 6, 2016

**Human Resources & Labor Relations Committee**

**Present: Committee Members:** Marjorie Medd, Chair; Sam Collins (at UMPI), James Erwin (at USM), Norman Fournier (by phone), Shawn Moody (at USM), Sarah Newell and Bonnie Newsom. **Chancellor:** James Page. **Staff:** Tracy Bigney, Megan Clough, Lynda Dec, Ryan Low, Mark Schmelz, Vendean Vafiades, and Rebecca Wyke. **Presidents:** Glenn Cummings (at USM), James Connelly (at UMA) and John Murphy (at UMFK).

**Committee Member Absent:** Gregory Johnson.

Trustee Medd called the meeting to order.

**Turnover Analysis.** Ms. Lynda Dec, Chief Human Resources Officer, explained that the Turnover Analysis is a report prepared for the Board of Trustees that analyzes separations, retention and hiring statistics for regular employees. This report covers the time period from October 31, 2014 – October 31, 2015. Total headcount during this time was 4502 and the total number of reductions was 686. Highlights from the report are as follows:

- From October 31, 2014 – October 31, 2015 the number of employee separations for all reasons was 15.2% of the population of regular employees. Of this, voluntary resignations made up 6.3%, and retirements accounted for 5.7%. The remaining 3.2% involuntary separations resulted from end of term appointments, layoff, and termination.
- The turnover rate reported for higher education employers in 2015 is 12.8% according to a national survey of 338 higher education organizations. The survey was conducted by Compdata, surveys/consulting.
- The rate of separations (15.2%) exceeded the rate of new hires and rehires (8.0%), indicating a reduction in the total number of regular employees.
- The number of separations due to position elimination/staff reduction is 38. This is 46 fewer than last year for the same period.
- The rate of voluntary separations at the University of Maine System is 12.5%. This is 5.5% higher than in October 2012 and reflects the retirement incentive initiative that began in October 2014 and continued for salaried employees through August 2015. Retirements accounted for 1.9% of the population in 2012 and 5.7% in this period.
- 79.2% of separations are due to voluntary resignations and retirements.
- The University of Maine has 48.3% of the UMS employee population and had 41.8% of the separations.
- Separation rates vary from a high of 23.8% at the University of Maine at Machias to 8.0% at the University of Maine at Fort Kent.
- The average years of service for voluntary resignations are 6.1 years, 27.3 years for voluntary retirements and 9.3 years for involuntary separations.

- The average years of service for voluntary resignations in the UMPSA unit are 4.8 years, and in the COLT unit 5.9 years.
- The percent of separations for the bargaining unit population varies with a high of 25.4% in the Non-represented hourly group to 8.2% in the Service & Maintenance bargaining unit. Separation rates in other represented bargaining units are: AFUM – 15.4%, UMPSA – 18.4%, COLT - 13.1%, Police - 12.2%.
- The UMPSA bargaining unit is 30.3% of the population and accounts for 36.2% of the separations; of that number 18.4% are voluntary resignations.
- The percent of new hires/rehires at Universities varies from a high of 13.8% at UMM to 3.6% at UMFK.
- The percent of new hires/rehires in represented bargaining groups varies from a high of 12.7% in UMPSA to a low of 3.4% in the University Supervisors unit.
- Retention of employees at all Universities is 89.3%, the lowest retention rate among bargaining groups is UMPSA at 86.2%.

**2015 Workforce Profile.** Ms. Dec explained that the Workforce Profile is an overview of the UMS workforce, reflecting full-time and part-time regular employees. This represents 4,375 employees, as of October 31, 2015. There are an additional 875 part-time faculty members teaching in the Fall 2015 semester. Highlights from the report are as follows:

#### Count and Gender by Category

- Of the 4,375 UMS employees 2.3% are administrators, 27.2% are faculty, 38.1% are salaried staff, and 32.4% are hourly paid staff.
- The number of full-time regular employees is 256 fewer than in October 2014.
- Women are a minority of the full-time faculty at all universities except UMA and UMF. Overall women constitute 43.7% of full time faculty.
- Women are well represented among administrators at 43.0%. There are 100 administrators, 67 of whom are in the Management Group. 47.8% of the Management Group are women.
- Approximately 56.0% of hourly paid employees are women. Many positions in this group are heavily male or female dominated, although this is not reflected in group totals.

#### Average Salary by Category

- The average salary for administrators is \$125,625; \$75,943 for faculty; \$50,036 for salaried staff; and \$30,168 for hourly staff.
- Graphs in the report show the difference in salaries of faculty, administrators, and salaried employees among the universities, reflecting different scope and mission.
- There is less variation across the universities in average salaries of hourly staff because of greater similarity of jobs and because salary and wage programs establish pay levels.
- Most faculty are appointed on an academic year basis and the annual salary is for the nine-month appointment.

#### Age

- The average age by employee category is: Administrators average age is 55, faculty 53, salaried 47, and hourly employees average age is 51.
- A significant proportion of faculty (49.1%) and administrators (54.0%) are 55 or older.
- Age distribution is an important consideration for Workforce and Succession Planning.

### Highest Degree

- As would be expected, a high number of faculty (73.6%) and administrators (38.0%) hold terminal degrees.
- All staff groups are well educated. More than 14.8% of hourly staff have a baccalaureate or higher degree. More than 32.9% of salaried staff have a master's degree or higher. Education level was not reported by 25.2% of employees.

### Race and Ethnicity

- There is limited diversity as measured in the federal ethnicity categories. Faculty diversity is gradually increasing with 7.0% of all faculty declaring minority status.
- The University of Maine at Fort Kent has the largest percentage of minority employees at 8.5%.

### Years of Service/Average Years of Service

- UMS has many long-service employees. Average length of service ranges from 10.5 years for salaried staff to 14.6 years for administrators.
- The greatest employment turnover is in the first five years among salaried and hourly staff.
- More than 21.9% of faculty and more than 24.0% of administrators have 25 or more years of service.
- The University of Maine has the highest average years of service for all employment categories at 12.9. The University of Maine at Presque Isle has the lowest average years of service at 10.6 years.

### Part Time Faculty

- There are approximately 875 Part-Time faculty teaching 4,069.3 credit hours of course work. The University of Southern Maine employs 306 (35.0%), University of Maine at Augusta 161 (18.4%), and the University of Maine with 240 (27.4%).

**US: HR Initiation of its Learning & Organizational Development Center of Excellence (LOD COE).** Ms. Dec and Megan Clough, Director of the Learning & Organizational Development Center of Excellence explained the US: HR's Administrative Review outlines the plan to structurally support System-wide Human Resources via campus-based Human Resource Business Partners (HRBPs) in conjunction with specialty Centers of Excellence. With the January 2016-initiated *Equal Opportunity Center of Excellence (EO COE)* now nearly fully staffed, Megan Clough, MS, has transitioned to initiate and become the Director of the *Learning & Organizational Development Center of Excellence (LOD COE)*. Focused on the Professional Development and People Engagement/Performance of UMS' 3,000 staff as well as some aspects of faculty development, *LOD COE* actions currently underway include:

- Engagement of campus leaders to introduce the *COE's* products, services and approach and to best understand needs and priorities to guide focus
- Selection in order to staff the organizational structure of the COE
- Implementation and planned expansion of the UMS Supervisor Development Institute
- Partnership with US:IT to help progress their transformation to a customer experience-centric organization
- Partnership with USM in strengthening its culture as an inclusive diverse community focused on the student experience
- Cataloguing, integrating, securing and making easily accessible numerous professional development opportunities available for employees
- Selection and implementation of the Learning Management System which will serve as the platform for *UMS Academy*

**Executive Session**

On a motion by Trustee Newell, which was seconded by Trustee Newsom, the Human Resources and Labor Relations Committee agreed to go into Executive Session under provisions of 1 MRSA Section 405 6-A to discuss the evaluation of personnel and the consideration and discussion of appointments, evaluations, employment and duties and 1 MRSA Section 405 6-D to discuss planning for negotiations and communications with AFUM, UMPA, ACSUM, Police, PATFA, and Service and Maintenance Units.

On a motion by Trustee Newsom, which was seconded by Trustee Newell, the Human Resources and Labor Relations Committee concluded the Executive Session.

Adjournment.

Ellen Doughty for  
Tracy B. Bigney, Clerk of the Board