



# TURNOVER ANALYSIS

## SEPARATIONS, RETENTION, AND HIRING STATISTICS

FOR  
REGULAR EMPLOYEES

November 1, 2016 - October 31, 2017

April 3, 2018  
UMS Office of Human Resources

## Table of Contents

	Page
Methodology	1
Turnover Highlights	2
<b>Separations and Hiring by University</b>	
Regular Employees - Average Headcount and Percent By Campus	3
Separations by Reason - Count	4
Separations by Reason - Percent	5
Separation Rate - Resignations and Total Separations as Percent	6
Separation by Type as a Percentage of Average Population	6
Average Years of Service Prior to Separation	7
Terminations / Years of Service	7
Comparison Trend line between Bureau of Labor Statics and UMS	7
Retention by University as Percent of Campus Population	8
New Hires and Rehires by Number and Percent of Campus Population	8
New Hires and Rehires by University	8
<b>Separations and Hiring by Bargaining Unit</b>	
Regular Employees - Average Headcount and Percent by Bargaining Unit	9
Separations by Reason by Bargaining Unit - Count	10
Separation Rate - Resignations and Total Separations Graph	11
Average Years of Service by Separation Reason by Bargaining Unit	11
Separations by bargaining Unit as Percentage of Total Separations	12
Retention by Bargaining Unit by Number and Percent	12
New Hires and Rehires by Percent of Bargaining Unit Population	12

## 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, 2016 through October 31, 2017.

The population is determined by averaging the number of staff active, on leave, or on leave without pay on October 31, 2016 and October 31, 2017.

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 Turnover Analysis 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.

### 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 - Teamsters Union Local #340

Non-Represented Hourly

Non-Represented Salaried

Non-Represented Faculty - Includes Law Faculty, Chairs at some Universities

PATFA - Part-Time Faculty Association, MFT/AFT, AFL-CIO

## Turnover Highlights

- From November 1, 2016 through October 31, 2017 the number of employee separations for all reasons was 16.2% of the average population of regular employees. Of this, voluntary resignations made up 9.6%, and retirements accounted for 3.8%. The remaining 2.8% involuntary separations resulted from end of term appointments, layoff, and termination.
- 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 separations trend is very similar to this national trend.
- The number of separations due to position elimination/staff reduction is 20. This is 2 more than last year for the same period.
- The rate of voluntary separations as a percent of the total University of Maine System population is 13.4%.
- 82.9% of the 726 total separations are due to voluntary resignations and retirements. Retirements alone account for 23.4% of the 726 total separations.
- Separation rates vary among universities from a high of 27.0% for University of Maine Machais to 13.9% at the University of Maine at Augusta.
- The average years of service for resignation is 4.9 years, 25.8 years for voluntary retirements, and 4.3 years for involuntary separations. The highest number of resignations occur during an employee's first and second year of service.
- The average years of service for voluntary separations in the UMPSA unit is 4.0 years, and in the COLT, unit 3.5 years. The average years of service for retirements in the UMPSA unit is 21.0 years, and in the COLT unit, 21.2 years.
- The percent of separations for the represented and non-represented as a percentage of the bargaining unit vary with a high of 25.0% in the NR Hrly & PATFA units to 9.6% in the University Supervisors Unit. Separation rates in other represented bargaining units are: AFUM -13.2%, UMPSA - 18.6%, COLT - 17.3%, S&M - 13.9%, Police - 10.9%, NR Sal - 19.0%, NR Fac - 11.1%, Law Fac - 11.1%
- The UMPSA bargaining unit is 31.2% of the population and accounts for 28.4% of the voluntary separations; 79.2% of UMPSA separations are voluntary resignations.
- The percent of new hires/rehires at Universities as a percent of Campus population varies among the campuses with a high of 27% at University of Maine Machias to 8.6% at UMA.
- The percent of new hires/rehires in represented and non-represented units vary from a high of 26.7% in NonRep Hourly to a low of 4.4% in the University Supervisors Unit.
- Retention of employees at all Universities is 83.8%, the lowest retention rate among bargaining groups is PATFA at 75.0%.

**Average Headcount - Regular Staff  
by University**

UM	UMA	UMF	UMFK	UMM	UMPI	USM	U GOV	U SERV	TOTAL
Num	Num	Num	Num	Num	Num	Num	Num	Num	Num
2,151	302	320	109	74	138	1,001	15	382	4,490

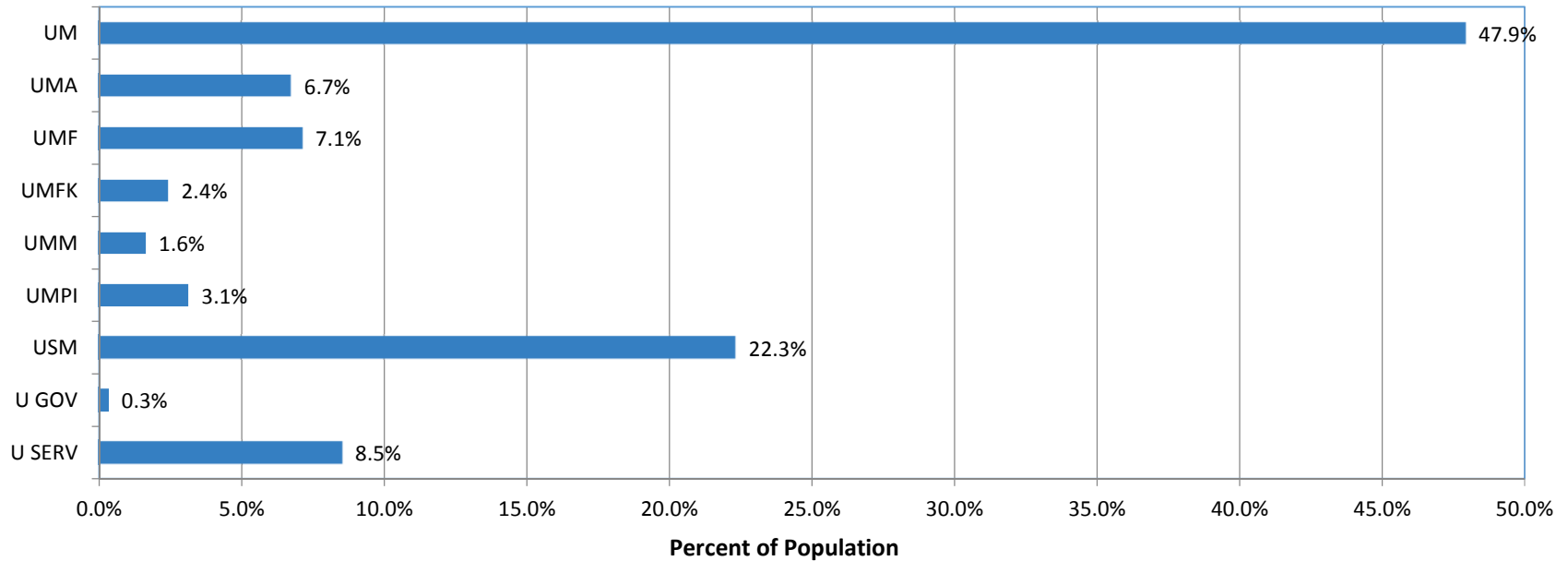
Headcount is an average of the number of regular staff on October 31, 2016 and October 31, 2017.

**Turnover Formula**

(# of separations during the measurement period /  
average # of employees during the measurement period) X 100

**726 / 4490 = 16.2%**

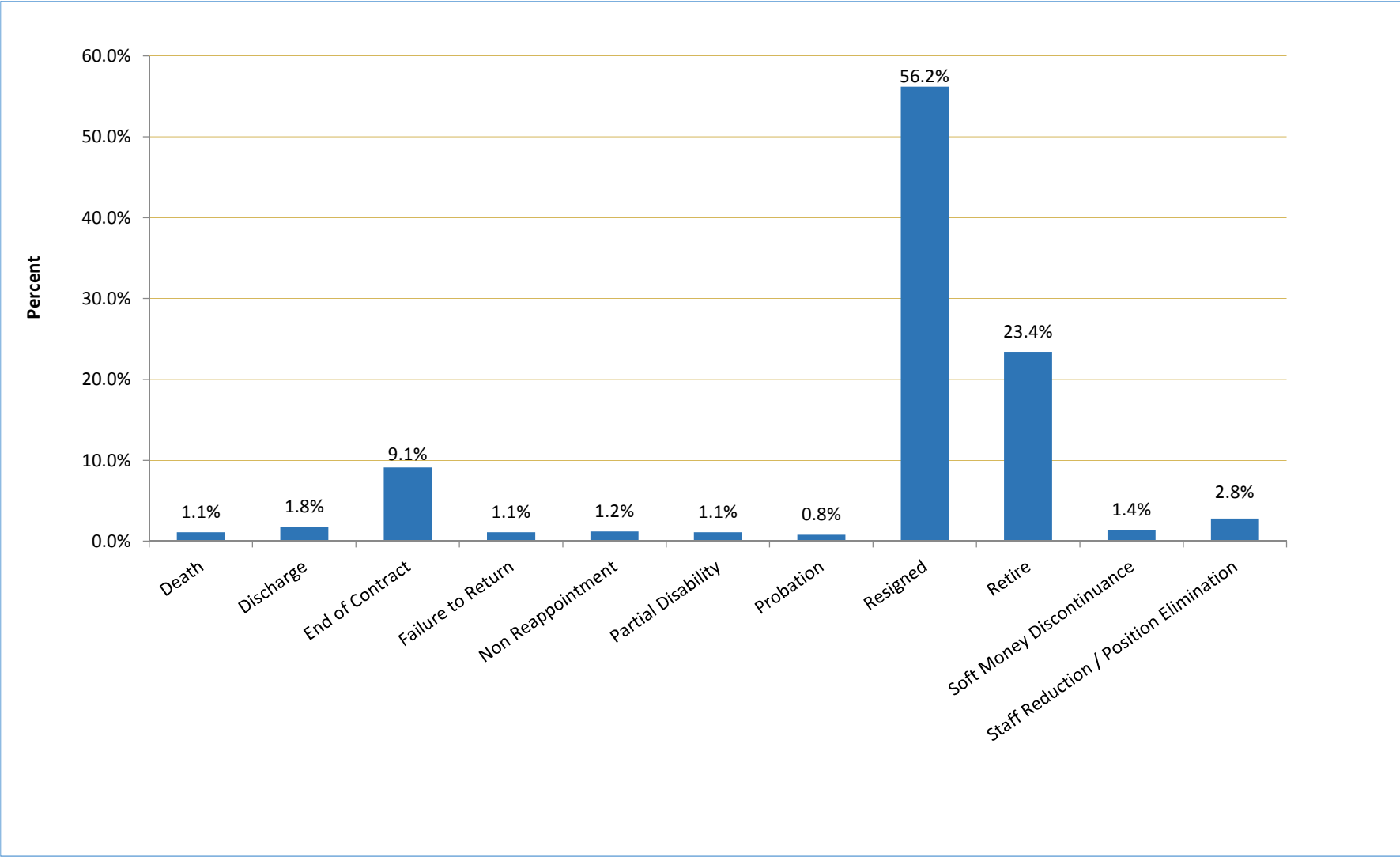
**Employees by University - Percent of Population**



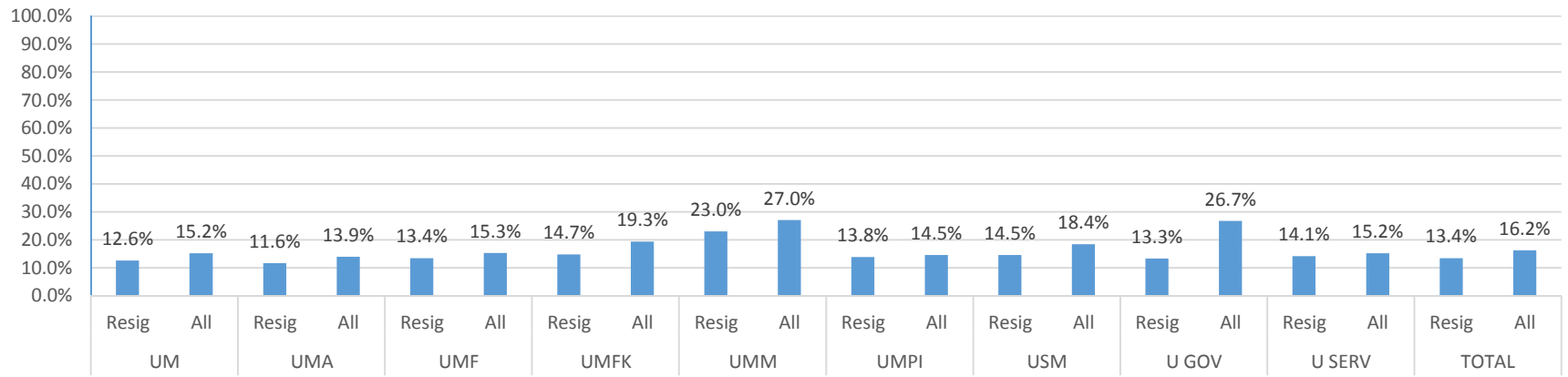
**Separations by Reason  
by University**

	Death	Discharge	End of Appointment / Contract	Failure to Return from Leave	Non-Reappointment	Partial/Total Disability	Probationary Period	Resignation	Retire	Soft Money Discontinuance	Staff Reduction / Position Elimination	Total
<b>UM</b>	5	4	37	4	4	5	2	178	79	4	6	<b>328</b>
<b>UMA</b>		1	2	1	2		1	26	8		1	<b>42</b>
<b>UMF</b>		1	1		2	2		29	12	2		<b>49</b>
<b>UMFK</b>			4					12	4		1	<b>21</b>
<b>UMM</b>			1					13	4		2	<b>20</b>
<b>UMPI</b>						1		10	8		1	<b>20</b>
<b>USM</b>	2	7	19		1		3	102	41	4	5	<b>184</b>
<b>U GOV</b>								3	1			<b>4</b>
<b>U SERV</b>	1		2	3				35	13		4	<b>58</b>
<b>TOTAL</b>	<b>8</b>	<b>13</b>	<b>66</b>	<b>8</b>	<b>9</b>	<b>8</b>	<b>6</b>	<b>408</b>	<b>170</b>	<b>10</b>	<b>20</b>	<b>726</b>

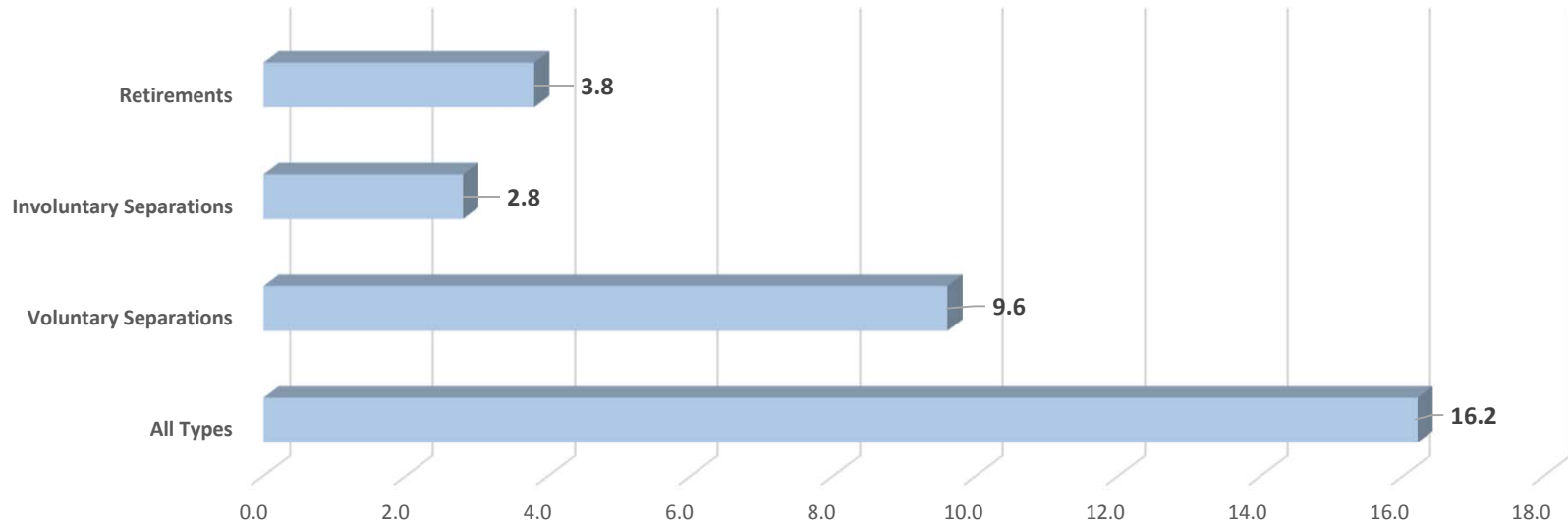
**Separations by Reason as Percent of Total Separations**



### Separation Rate - Resignations and Total Separations As Percent of University Population



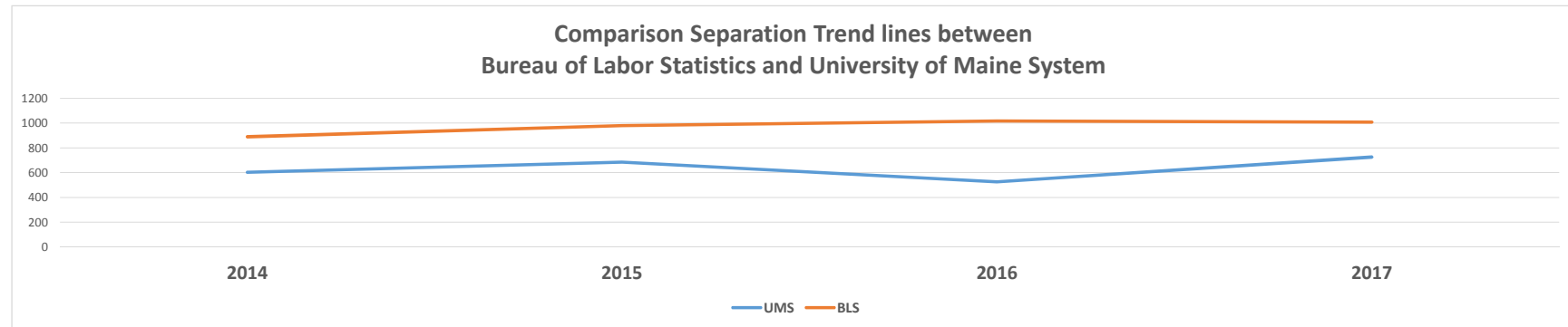
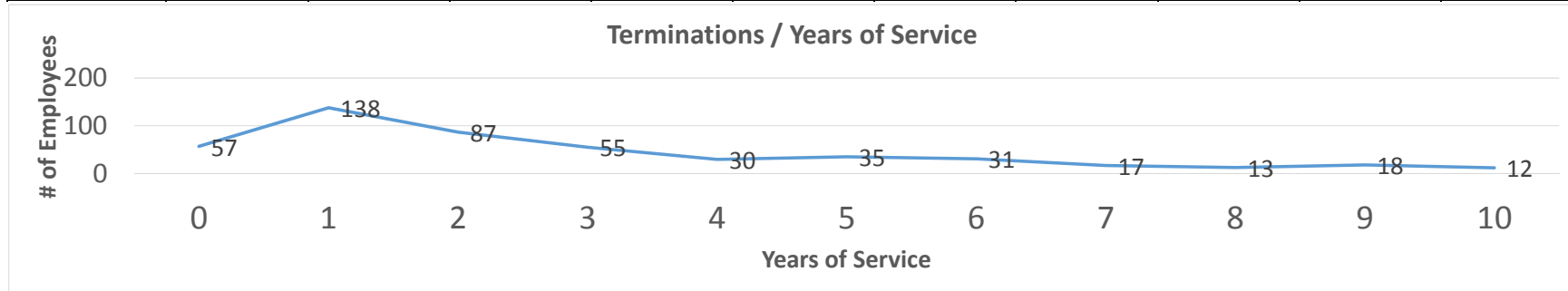
### Separations by Type as a Percentage of Average Population





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

	UM	UMA	UMF	UMFK	UMM	UMPI	USM	U GOV	U SERV	Total
	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs
<b>Involuntary Separation</b>	3.1	1.4	5.1	6.5	2.0	8.3	6.1	0.0	5.7	4.3
<b>Retirement</b>	26.5	25.8	20.0	26.3	24.3	26.8	26.1		24.1	25.8
<b>Voluntary Separation</b>	4.9	4.0	5.4	7.1	3.3	4.6	4.4	5.2	5.7	4.9
<b>Total</b>	9.8	7.7	8.9	10.6	7.3	13.7	9.6	14.7	9.8	9.7



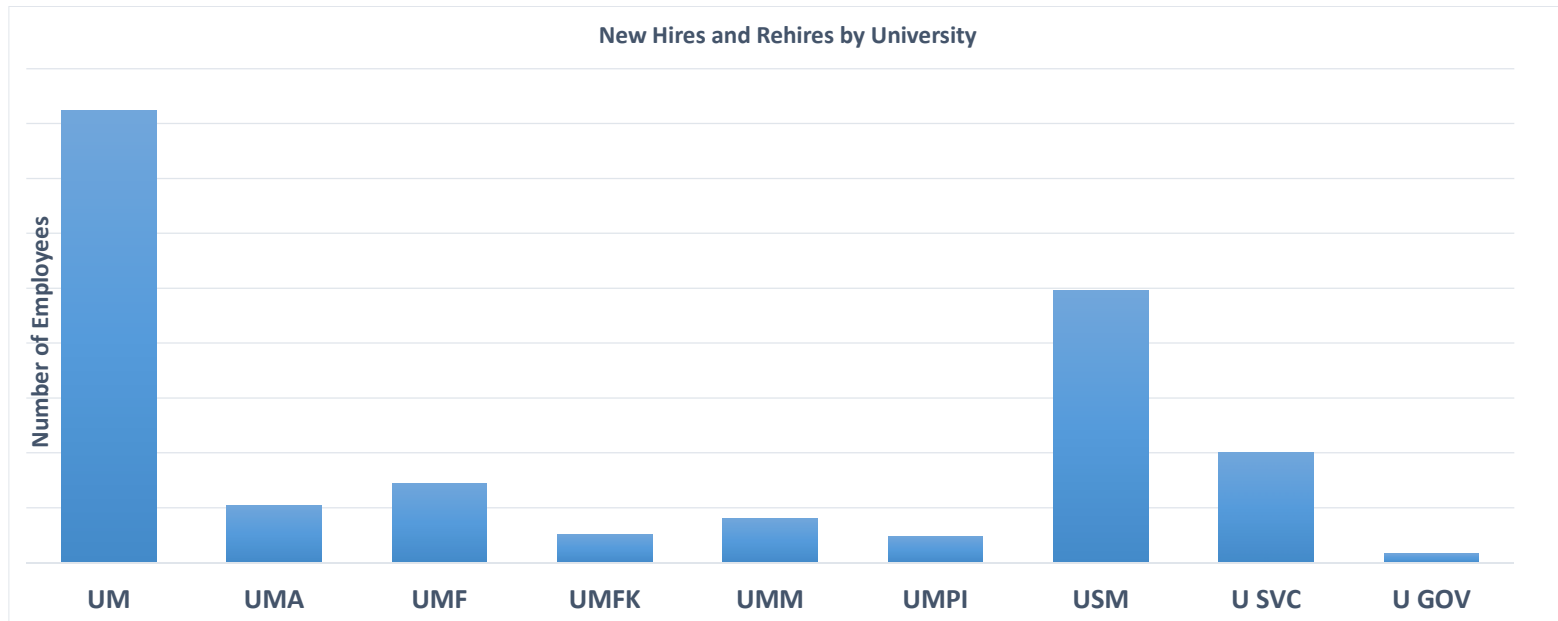
**Retention:**  
 (# of individual employees who remained employed for entire measurement period /  
 # of employees at start of measurement period) X100

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

UM		UMA		UMF		UMFK		UMM		UMPI		USM		U GOV		U SERV		TOTAL	
Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%
1,827	84.8%	262	86.2%	270	84.6%	86	80.4%	51	71.8%	121	85.8%	815	81.6%	9	69.2%	317	84.5%	3,758	83.8%

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

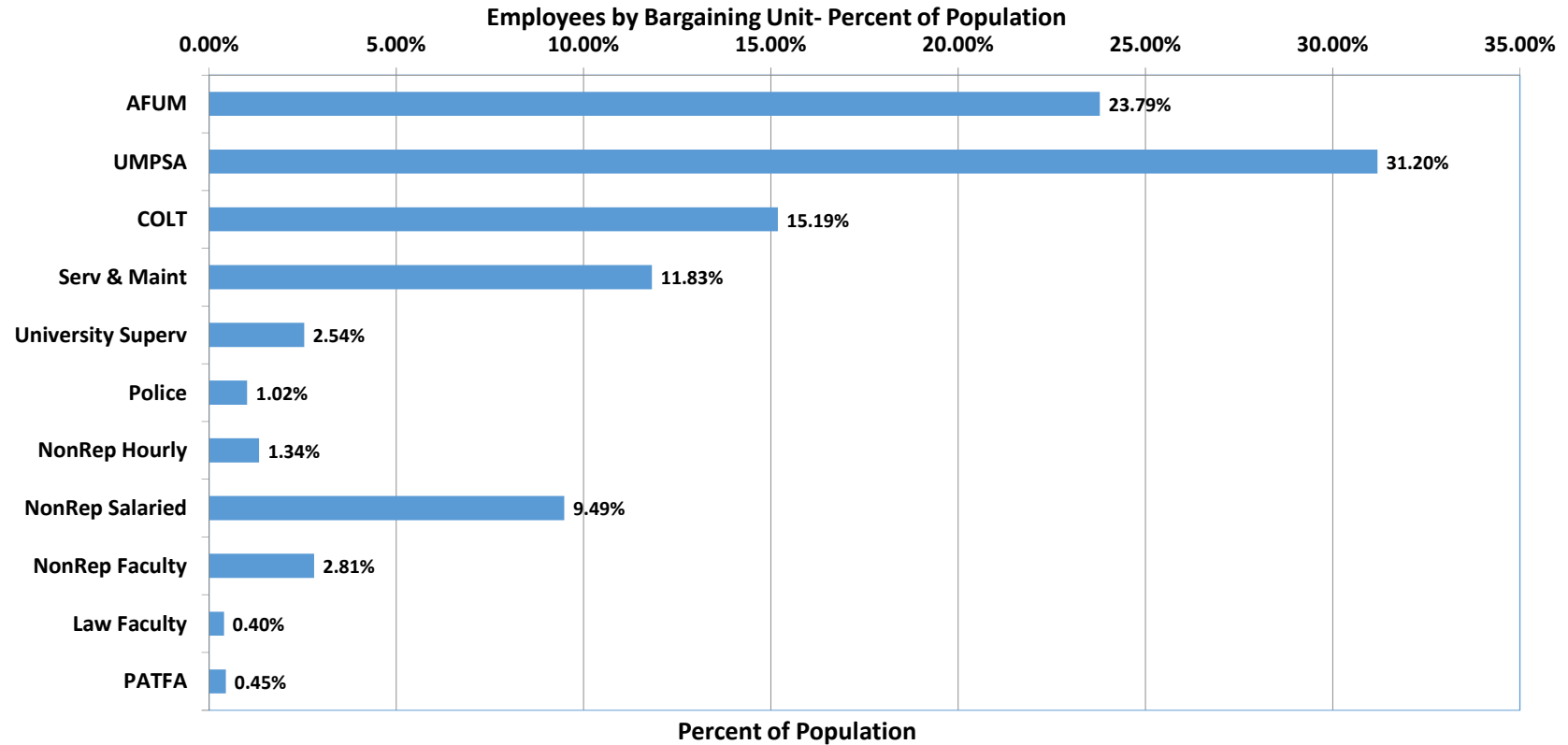
UM		UMA		UMF		UMFK		UMM		UMPI		USM		U GOV		U SERV		Total	
Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%
206	9.6%	26	8.6%	36	11.3%	13	11.9%	20	27.0%	12	8.7%	124	12.4%	4	26.7%	50	13.1%	491	10.9%



**Average Headcount - Regular Staff  
By Bargaining Unit**

AFUM	UMPSA	COLT	Serv & Maint	University Superv	Police	NonRep Hourly	NonRep Salaried	NonRep Faculty	Law Faculty	PATFA	Total
Num	Num	Num	Num	Num	Num	Num	Num	Num	Num	Num	Num
1,068	1,401	682	531	114	46	60	426	126	18	20	4,492

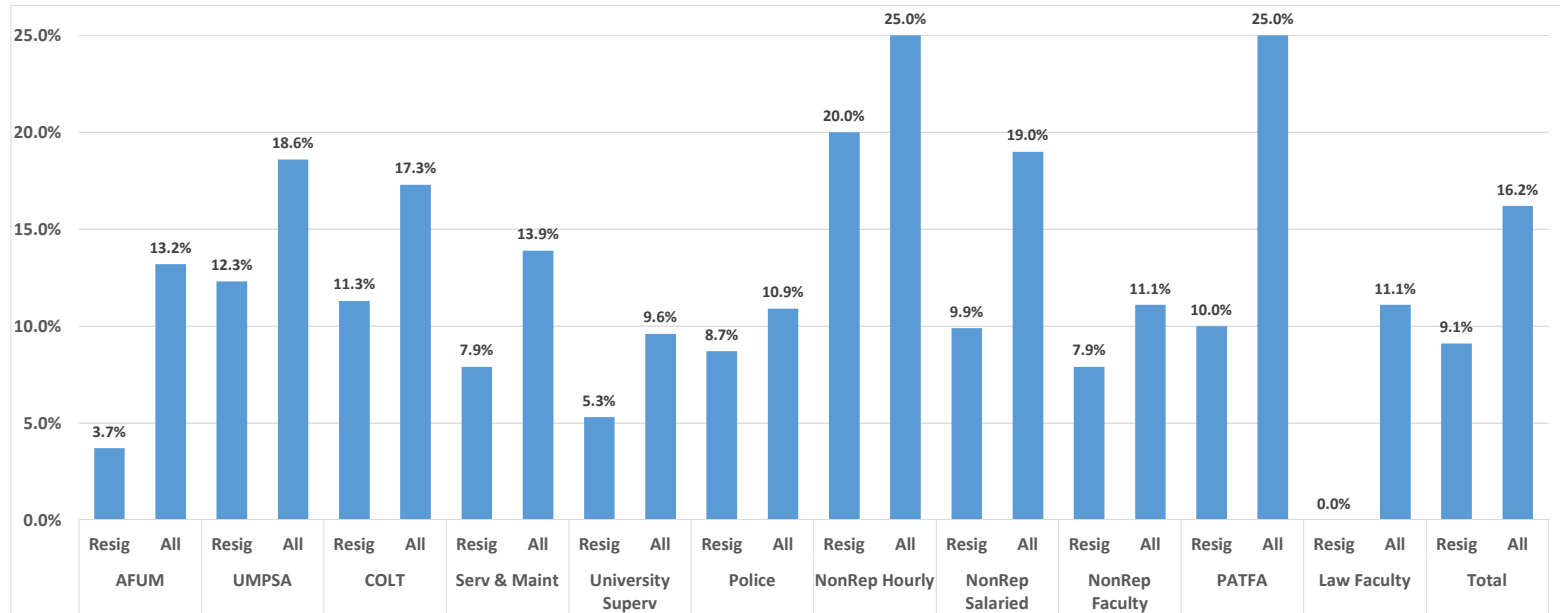
Headcount is an average of the number of regular staff on October 31, 2016 and October 31, 2017.



**Separations by Reason  
By Bargaining Unit**

	<i>Death</i>	<i>Discharge</i>	<i>End of Appointment / Contract</i>	<i>Failure to Return from Leave</i>	<i>Non-Reappointment</i>	<i>Partial/Total Disability</i>	<i>Probationary Period</i>	<i>Resignation</i>	<i>Retirement</i>	<i>Soft Money Discontinuance</i>	<i>Staff Reduction</i>	<i>Total</i>
<b>AFUM</b>	3		24		5	1		40	67		1	141
<b>UMPSA</b>	3	3	29	2	2		3	173	28	8	9	260
<b>COLT</b>		3	4	2		1	1	77	26	1	3	118
<b>Service &amp; Maint</b>	1	7	1	1		4		42	18			74
<b>University Supervisor</b>				3				6	2			11
<b>Police</b>	1							4				5
<b>Non-Rep Hourly</b>						2		12	1			15
<b>Non-Rep Salaried</b>			5		1		2	42	23	1	7	81
<b>Non-Rep Faculty</b>			2		1			10	1			14
<b>PATFA</b>			1					2	2			5
<b>Law Faculty</b>									2			2
<b>Total</b>	8	13	66	8	9	8	6	408	170	10	20	726

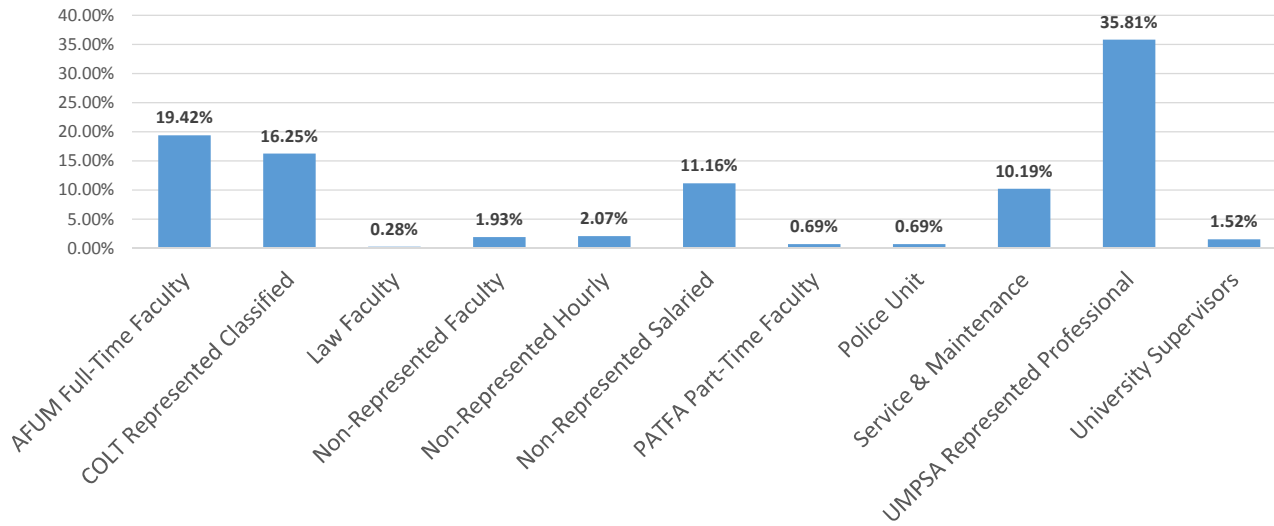
**Separation Rate - Resignations and Total Separations  
As Percent of Average Bargaining Unit Population**



**Average Years of Service by Separation Reason  
by Bargaining Unit**

	AFUM Yrs	UMPSA Yrs	COLT Yrs	Serv & Maint Yrs	University Superv Yrs	Police Yrs	NonRep Hourly Yrs	NonRep Salaried Yrs	NonRep Faculty Yrs	PATFA Yrs	Law Faculty Yrs
<b>Involuntary</b>	3.1	3.9	4.9	10.2	0.0	0.0	0.0	5.0	3.4	1.0	0.0
<b>Retire</b>	28.7	21.0	21.2	27.2	30.0	0.0	48.5	25.0	32.0	14.5	44.1
<b>Voluntary Separation</b>	7.6	4.0	3.5	4.8	9.9	8.3	6.9	6.1	4.8	7.0	0.0

Separations by Bargaining Unit as Percentage of Total Separations



Retention by Bargaining Unit by Number and Percent

AFUM		UMPSA		COLT		Serv & Maint		University Superv		Police		NonRep Hourly		NonRep Salaried		NonRep Faculty		Law Faculty		PATFA		Total	
Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT
924	86.8%	1,122	81.2%	570	82.8%	456	86.0%	104	90.4%	42	89.4%	44	74.6%	351	81.3%	114	89.1%	16	88.9%	15	75.0%	3758	83.8%

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

AFUM		UMPSA		COLT		Serv & Maint		University Superv		Police		NonRep Hourly		NonRep Salaried		NonRep Faculty		Law Faculty		PATFA		Total	
Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT
84	7.9%	198	14.1%	87	12.8%	58	10.9%	5	4.4%	4	8.7%	16	26.7%	29	6.8%	7	5.6%	1	5.6%	2	10.0%	491	10.9%