

University of Maine System
Board of Trustees Meeting

Zoom Meeting
May 2, 2022

Human Resources & Labor Relations Committee Meeting

Present: **Committee Members:** Sven Bartholomew, Chair; James Erwin, Beth Dobson, Mark Gardner, Trish Riley, and Michael Michaud. **Presidents:** Joan Ferrini-Mundy. **Staff:** James Thelen, Loretta Shields, Ellen Doughty, Robert Placido, Jeff St. John, Carolyn Dorsey, and Ryan Low. **Others:** Susan Cameron, Ria DeMay, Deirdre Salsich and James Clark.

Absent: James Donnelly.

Trustee Bartholomew, Chair, welcomed everyone and called the meeting to order. The Clerk performed a roll call of the Committee members present.

Executive Session

On a motion by Trustee Riley, which was seconded by Trustee Michaud, and approved by a roll call vote of all Trustees present, the Human Resources & Labor Relations Committee agreed to go into Executive Session under the 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.
- 1 MRSA Section 405 6-D to discuss planning for negotiations and communications with AFUM, UMPSA, ACSUM, Police, PATFA, and Service and Maintenance Units.

On a motion by Trustee Riley, which was seconded by Trustee Michaud, and approved by a roll call vote of all Trustees present, the Human Resources & Labor Relations Committee concluded the Executive Session.

Following the Executive Session, the Committee reconvened the public meeting to discuss the following items:

2021 Turnover Analysis Report

Interim Director of Compensation James Clark presented the findings of the 2021 Turnover Analysis Report, which is created to educate and inform management and the Board of Trustees of turnover in the UMS workforce for the annual time frame indicated. 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 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. 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. 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. The number of separations due to position elimination/staff reduction is 17. This is 8 more than last year for the same period. The rate of voluntary separations as a percent of the total UMS population is 11.0%. 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. Separation rates vary among universities from a high of 26.1% for University of Maine at Machias to 8.7% with University Services. The average years of service for resignation is 5.1 years, 27.4 years for voluntary retirements, and 5.7 years for involuntary separations. 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. Retention of employees at all Universities is 87.8%.

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%, No-Represented Salary: 9.7%, Non-Represented Faculty: 9.8%, PATFA Regular: 12.1%, Law Faculty: 10.8%. 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.

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. The Non-Represented Hourly group had the lowest level of retention at 79.5%.

The Trustees asked if UMS performs exit interviews when an employee leaves the company to gain a better understanding of why they chose to leave. Mr. Clark explained that while UMS does currently perform exit interviews, they are not nearly detailed enough and that Chief Human Resources Officer (CHRO) Loretta Shields has already added review of the exit interview process as one of the priorities in her revamp of the UMS Human Resources Department policy and procedures. Trustees also asked for more information on the current vacancies in the System. CHRO Shields stated that the new talent acquisition team that she has been developing has started reviewing the System-wide vacancy issue, starting at USM, and that she is hopeful that having this team in place will help to source out and find qualified employees to start to fill in those vacancies. Vice Chancellor for Finance and Administration Ryan Low added that some of the vacancies in the System have not been filled strategically to help mitigate budget shortfalls in some locations.

2021 Workforce Profile Report

Mr. Clark presented the findings of the 2021 Workforce Profile Report, which is created to inform both management and the Board of Trustees of specific demographics as pertains to the composition of the UMS workforce. The Workforce Profile is an overview of the UMS workforce, reflecting full-time and part-time regular employees. This represents the 4,525 regular employees that were actively receiving a paycheck as of October 31, 2021. Additionally, there were 854 part time faculty members, teaching 4845 credit hours of course work. The University of Southern Maine employs the most Part-Time Faculty with 372 (43.6%), followed by the University of Maine with 201 (23.5%) and then the University of Maine at Augusta with 126 (14.8%).

Of the 4,525 UMS employees reported: 2.2% are administrators, 27.4% are faculty, 44.1% are salaried staff, and 26.3% are hourly paid staff. Overall, between the seven campuses, women make up a slight minority of full-time faculty at 48.1% of the population. UMA, UMF, Maine Law and USM have women comprise the majority of full-time faculty at their locations. 51.0% of the administrators are women. There are 99 administrators, 74 of whom are in the Management Group.

In the Management Group women make up a slight majority at 54.0% of the cohort. Most of the regular hourly employee cohort consists of women at 51.8% of the population. The average annual salary for administrators is \$ 153,543; \$83,617 for faculty; \$59,186 for salaried staff; and \$36,381 for hourly staff. Most faculty are appointed on an academic year basis and the annual salary is rated for the nine month appointment. The average age by employee category is: Administrators average age is 55, faculty 52, salaried 46, and hourly employees average age is 51. These averages have held steady with little variation over the past few years. A significant proportion of administrators (50.0%) are 55 or older. Almost half of the faculty (44.0%) and hourly (50.0%) are 55 or older while a slight majority is under that range. A large majority of salaried employees (71.0%) are under the age of 55.

As would be expected, a high number of faculty (78.1%) hold doctoral degrees. Administrators (53.8%) also hold a significant number of terminal degrees. 37.5% of hourly staff have self-reported a baccalaureate or higher degree. 88.9% of salaried employees report holding a baccalaureate or higher degree. Education level was not reported by 18.4% of employees. There is limited diversity as measured in the federal ethnicity categories. Overall, 7.4% of employees system wide report a minority race/ethnicity. This is an increase over 6.9% minority self-reported last year. The University of Southern Maine at 9.6% and the University of Maine at 8.3% have the highest reported minority populations. The University of Maine reports the highest quantity of minority employees with 183 employees followed by the University of Southern Maine with 97 employees identifying as such.

UMS has many long-service employees. Average length of service ranges from 9.8 years for salaried staff to 13.7 years for administrators. 40.1% of faculty and more than 41.4% of administrators have 15 or more years of service. The University of Maine at Farmington has the highest average years of service for all employment categories at 13.5 years. The University of Southern Maine have the lowest average years of service at 10.4 years.

Additional information about the meeting can be found on the Board of Trustees website:
<https://www.maine.edu/board-of-trustees/meeting-agendas-materials/human-resources-and-labor-relations/>

Adjournment

Heather A. Massey for
Ellen N. Doughty, Clerk