
2023 - 2024

Turnover Analysis

Kelly Zuras, HRIS Analyst

April 3, 2025

TABLE OF CONTENTS

Introduction.....3

Highlights.....4

Headcount5

Separations.....6

Turnover7

Separation Details8

Retention10

Turnover Metrics by Bargaining Units12

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.

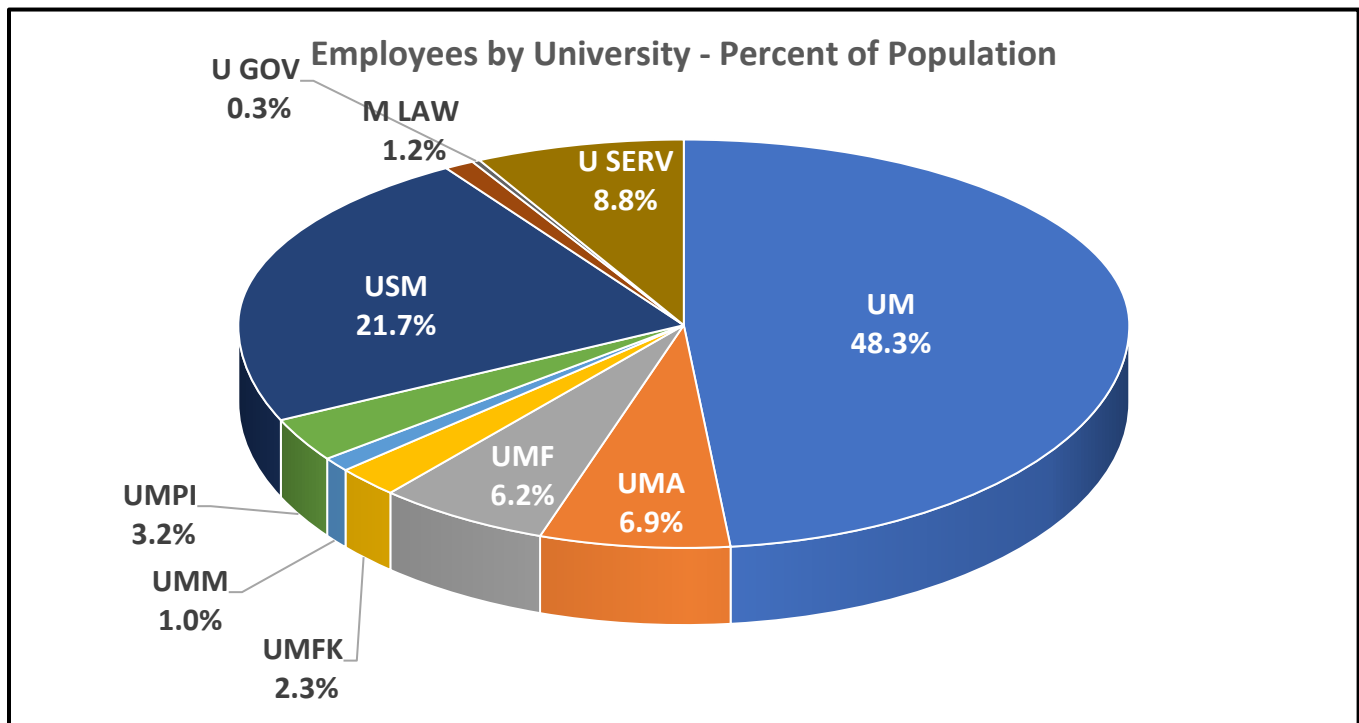
HIGHLIGHTS

- 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%, UMPA: 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%.

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%

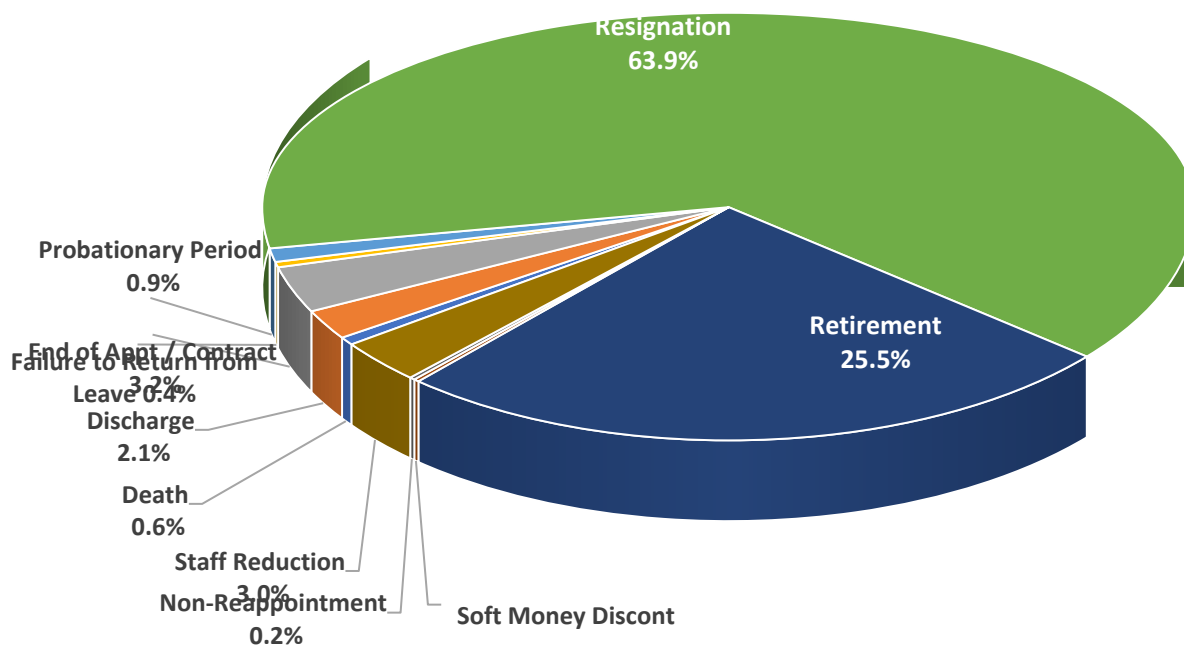


SEPARATIONS

Reasons for Separations – Regular Staff

Campus	Death	Dis-charge	End of Appt / Contract	Failure to Return from Leave	Probationary Period	Resignation	Retirement	Soft Money Discontinuation	Non-Reappointment	Staff Reduction	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



TURNOVER

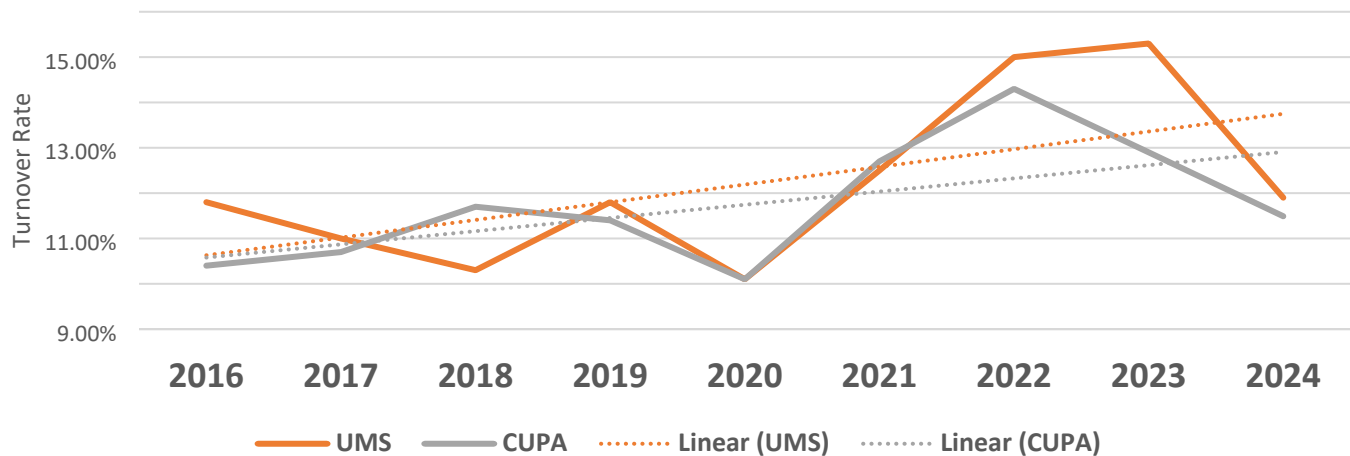
Turnover by Campus

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

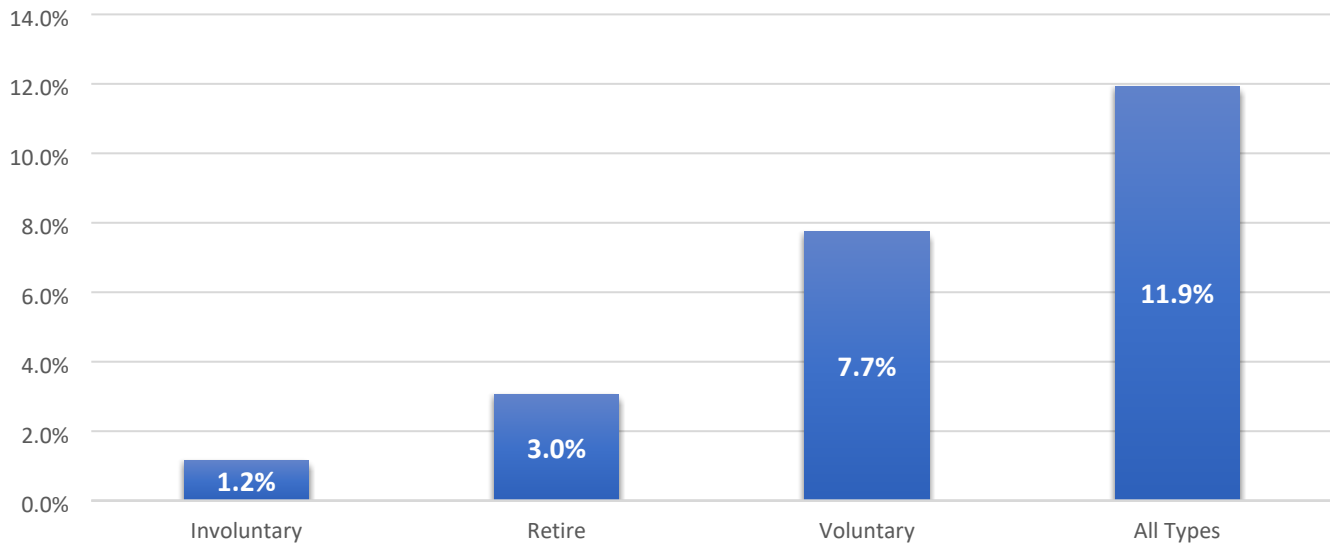


SEPARATION DETAILS

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 Population



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%

RETENTION

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

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%

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

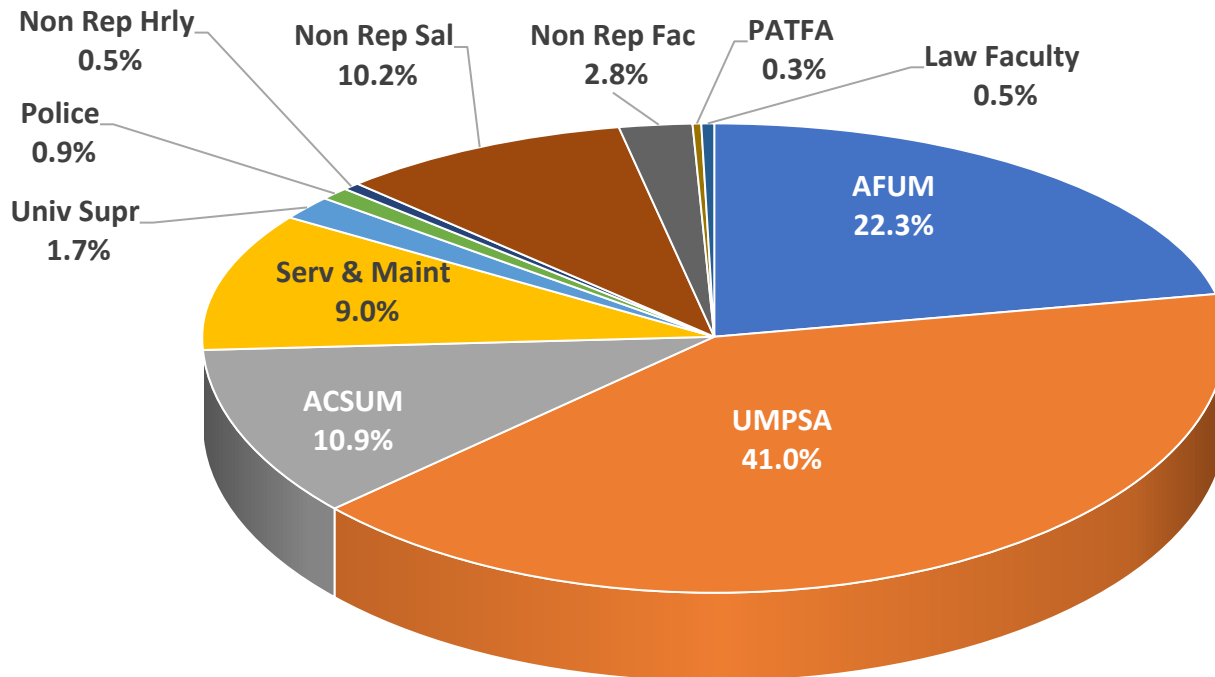
	Number of Separations	Hires	Percent of Separations vs Hires
Female	50	229	22%
Male	42	189	22%
Not Specified	1	38	3%
Minority	15	79	19%
Non-minority	78	377	21%

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



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	Probationary 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%

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

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%