

University of California Staff Workforce Profile 2013



This Staff Workforce Profile includes employees in executive, management, clerical/administrative (including UC students working in staff titles), clinical, technical, maintenance, and other staff titles. It excludes academic appointees such as faculty, research, graduate students appointees, and postdoctoral scholars.

UNIVERSITY OF CALIFORNIA STAFF WORKFORCE PROFILE 2013

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INTRODUCTION

Working at the University of California means being part of a unique institution, and a vibrant community of close to 200,000 employees, including nearly 60,000 faculty* and over 138,000 staff employees. As the world's leading public research university, we educate California's youth, expand the boundaries of knowledge, train tomorrow's leaders, treat the sick, and help solve some of the world's most pressing problems. In addition to our ten campuses, we operate five world-class medical centers, a national lab, agricultural extension offices in nearly every county, and many other programs up and down the state. We are one of the largest employers in California. No other single institution does as much for so many.

It is our people who make UC great--every faculty and staff member, no matter what their individual job, plays an important role in the UC community. We work hard to be a good employer and to make UC a place where people enjoy what they do and are rewarded for their contributions.

The UC Staff Workforce Profile presents information about the rich variety and complexity of our workforce. This report serves as a key resource and a starting point for workforce planning and talent management efforts, which continue to be key areas of focus for the University of California.

This 2013 edition presents a statistical snapshot of UC's staff workforce as of October 2013. Retirement Savings Plan information is current as of June 2013. The demographic information presented pertains to all levels of staff at the campuses, UC Office of the President (UCOP), as well as the UC Division of Agriculture and Natural Resources (ANR). Because Lawrence Berkeley National Lab (LBNL) maintains a unique payroll system and defines employee categories differently from other UC locations, in most cases their data are not included. All appointment categories, including Career, Non-Career, full-time and part-time staff, and students working in staff titles are included in the data. In Part III, the demographic data regarding UC's health and welfare plans and retirement plans include members both in academic and staff titles.

The following is a summary snapshot of some of the workforce statistics for quick reference:

Total Staff Workforce including LBNL	138,868
Total Staff FTE including LBNL	102,602
Total Faculty*	59,300
Overall Minority Representation	53%
Overall Female Representation	64%
Overall Male Representation	36%
Average Age Career Staff	44
Average Length of Service Career Staff	9 Years
Percent of Career Staff Exclusively Represented	56%

The following are links to companion reports to the UC Staff Workforce Profile:

Staff Accountability Report and Sub-Reports: <http://accountability.universityofcalifornia.edu/report.html>

Previous Workforce Reports: <http://ucop.edu/institutional-research/data-reports/workforce-profiles.html>

We encourage UC leadership, HR professionals, and others engaged in planning, developing, and implementing to utilize this report as a tool.

Workforce data in the Profile were generated from the Corporate Personnel System, developed by the Office of Information Technology Services and extracted by UCOP Institutional Research and Academic Planning staff, who worked in collaboration with the Human Resources unit of Talent Management and Staff Development to produce this issue of the Profile.

This is a publication of the University of California Human Resources.

Please direct questions or comments about trend data and talent implications to Donna Salvo (donna.salvo@ucop.edu).

Please direct specific questions regarding data calculations or any data element to Gregory Sykes (gregory.sykes@ucop.edu) or Annette Holmes (annette.holmes@ucop.edu).

*Note: *Faculty are not included in other data in this profile, which is solely focused on the Staff Workforce. The source of faculty count is from the Corporate Personnel System (CPS) as of October 2013 and excludes faculty at ASUCLA, Hastings and LBNL.*

PART I: KEY FINDINGS

INTRODUCTION TO KEY FINDINGS

Key Findings is a new addition to the Staff Workforce Profile report as of this publication. The Key Findings highlight workforce trends that may be significant to the future of the University. Some Key Findings were inspired by suspected workforce issues, and validated by a careful review of the workforce profile data. Other Key Findings were discovered by a more all-encompassing review of patterns, trends, and correlations between existing workforce profile data.

Below is a summary of the five Key Findings highlighted this year, which are covered in more detail in the following pages.

Key Finding 1: It is likely that 35% of the UC workforce will retire in the next decade. UC will also have more difficulty filling those vacancies from within as employees in the 40-49 age range continues to diminish.

Key Finding 2: Historical turnover rate patterns suggest an increase in overall turnover rates in the UC Workforce as the economy continues to recover.

Key Finding 3: Temporary hires have steadily increased over the last several years, which could lead to issues such as longer learning curves, maintaining corporate knowledge, and increasing costs for external hires.

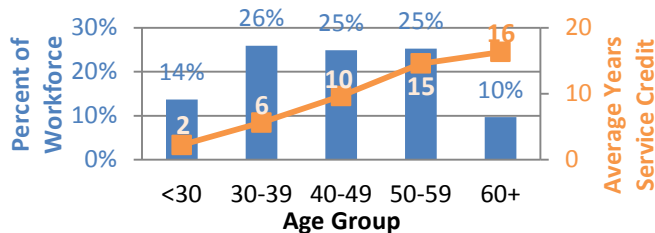
Key Finding 4: Over the last decade, workforce funded by Hospital/Health Science Funds have increased significantly while those funded by General Funds (state funding) have decreased significantly – mostly offset by the Other Funds and Tuition and Fees funding sources.

Key Finding 5: Over the last decade, diversity has steadily increased. However, both women and minorities are still underrepresented in leadership positions in the MSP and SMG personnel program levels.

KEY FINDING 1: RETIREMENT GROWTH

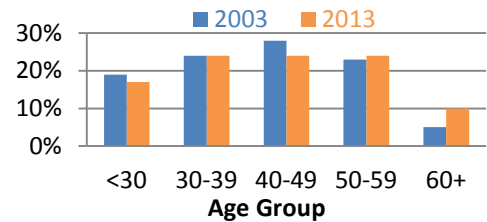
Workforce data suggests the UC workforce will incur increasing levels of turnover in the near future from likely retirements. Additionally, UC's ability to fill those vacancies from within may become more difficult due to a declining trend in the number of employees in the 40-49 age range. Key Findings 2 and 3 may also factor into an even larger trend toward higher overall turnover over the next several years.

KF 1.1: Percent Workforce by Age Range and Average Years of Service Credit* May 2014,



KF 1.2: Percent Career Staff Workforce** by Age Range

Oct 2003 and Oct 2013

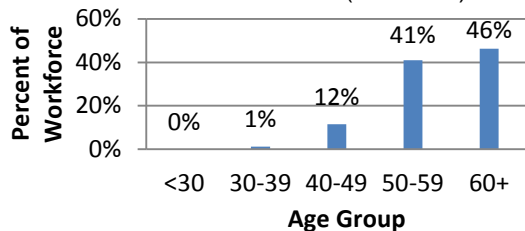


Note: Minor differences in Percent of Workforce by age range in KF1.1 and KF1.2 due to KF 1.1 using UCRP data source in order to include Service Credit, and because KF1.1 data is from May 2014, and KF1.2 data source is from Oct 2013.

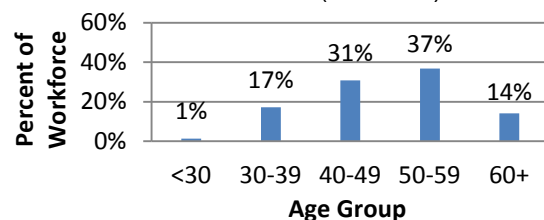
KF 1.1 shows that 35% of the workforce is age 50 or older, and averages at least 15 years of service credit. The calculation UC uses to determine likelihood for a workforce member to retire is over age 60 and above 19.65 years of service credit. Based on this definition, it is likely that within the next 10 years 35% of the staff career workforce will retire.

KF 1.2 shows that as the percent of the workforce 50 or older has grown, the 40-49 age group has been declining. Overall, this trend may make it more difficult for UC to replace the 35% of the workforce likely to retire over the next 10 years.

KF 1.3: SMG Age Distribution Oct 2013, All Appointment Types** Except Casual/Restricted (Students)



KF 1.4: MSP Age Distribution Oct 2013, All Appointment Types** Except Casual/Restricted (Students)



KF 1.3 and 1.4 both show that the majority of Senior Management Group (SMP) (87%) and Management and Senior Professionals (MSP) (51%) employees are age 50 or older. These personnel programs*** include key positions in management, specialists, and senior leaders, and require more experienced workers. With a declining workforce aged 40-49, typically the next generation of senior leaders, these key positions will likely become harder to fill from within. That may lead to more costly external hires with longer learning curves.

Note: 15% of MSP positions are also contract positions – which are by definition temporary positions.

Note: * Non-Academic University of California Retirement Program (UCRP) Active Members. For more on UCRP see section B2.

Note: **All appointment types except casual restricted. Refer to section WP-2.6 for more on appointment types at UC.

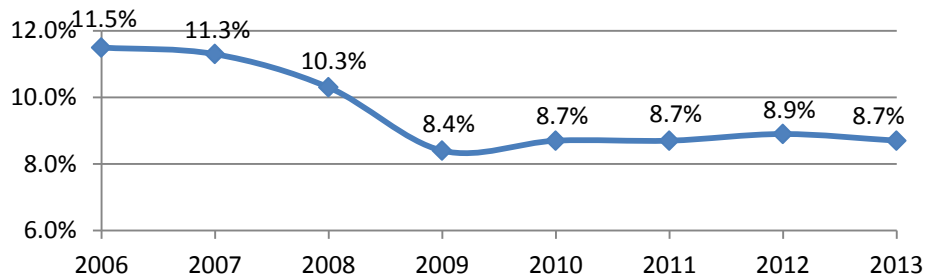
Note: ***Refer to section WP 2.2 for more on personnel programs.

KEY FINDING 2: TURNOVER LIKELY TO INCREASE

Workforce data indicate that in recent years, overall turnover rates declined with the start of the economic recession and have not yet returned to their pre-recession levels. As the economy recovers and the labor market becomes more competitive, and as UC faces the likelihood of increasing retirements in the next 10 years (see Key Finding 1), there is concern that turnover may increase back to previous levels, complicating UC's efforts to maintain a high-quality workforce.

KF 2.1: CAREER STAFF – Overall Turnover Rate Trend Since 2006

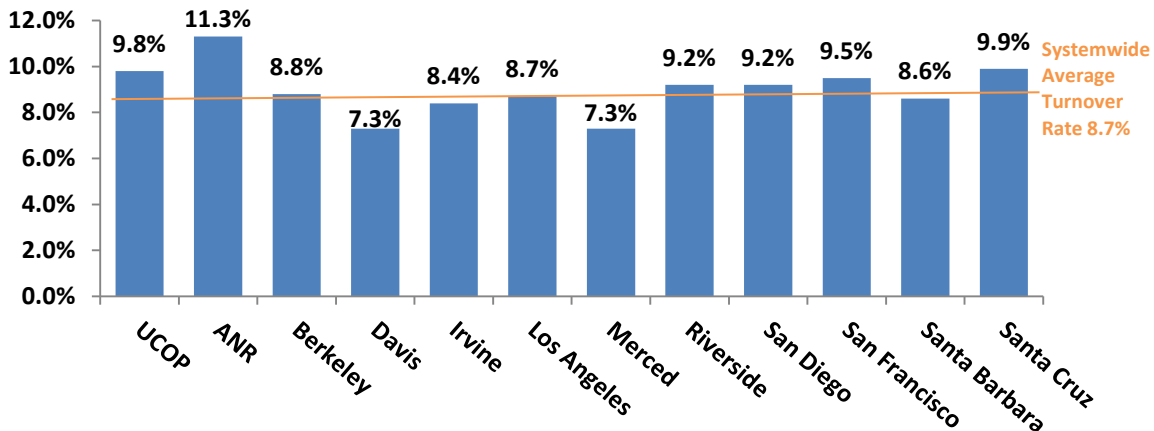
Fiscal Year 2012-13, All Personnel Programs



KF 2.1 shows that in recent better economic times, before the recession began in 2008, the turnover rate was in the double-digits, 11.5% in 2005-06. A decline in the number of UC separations in recent years may have stemmed from a lack of alternative job opportunities in the employment market due to the recession. UC's turnover rate has remained at these lower levels since the end of the recession, but that may be due to slower than expected hiring during the current economic recovery. As employment opportunities increase in California, staff turnover is eventually expected to return to higher pre-recession levels.

KF 2.2: CAREER STAFF – Staff Workforce Turnover Rate by Location

Fiscal Year 2012-13, All Personnel Programs



KF 2.2 above shows that in FY 2012-13 the overall turnover rates at UCOP, ANR, San Francisco and Santa Cruz were noticeably higher than the systemwide average of 8.7 percent. Davis and Merced experienced notably lower turnover rates than the systemwide average.

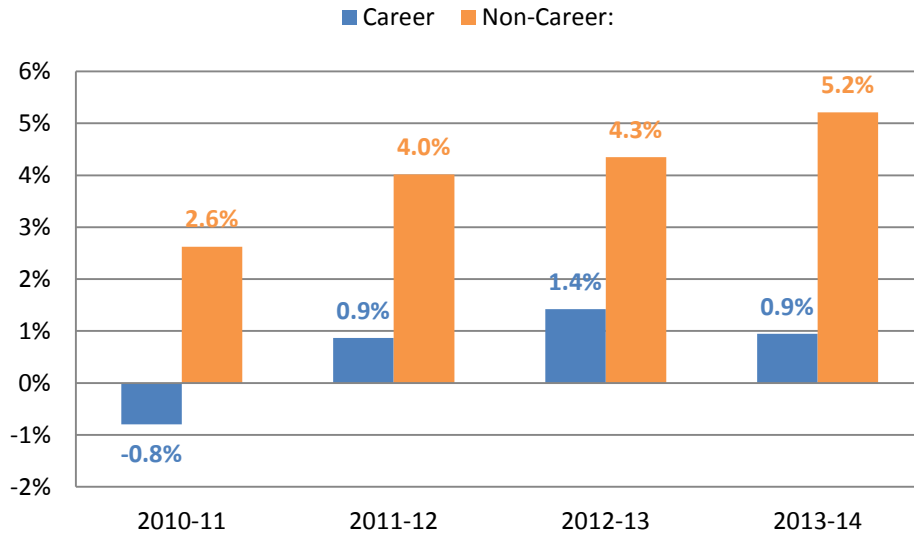
Note: In this report, "UCOP" includes staff at the Office of the President and systemwide programs.

Note: Refer to section WP-6 for more on turnover rates at UC.

KEY FINDING 3: RISE IN TEMPORARY HIRES

The majority of workforce growth since 2009 at UC has been in Non-Career appointments (an increase of 7,048 vs. only 2,104 in Career appointments). Non-Career appointments are typically temporary in nature.

KF 3.1: Percent Headcount Growth* by Appointment Type – Career vs. Non-Career From Workforce Profiles 2009 - 2013



KF 3.1 shows that over the last four years the majority of headcount growth has been in Non-Career positions.

It is important to mention that the UC Path project has been responsible for the hiring of a significant amount of temporary Non-Career hires over the last few years. Further investigation is encouraged to determine the impact UC Path hires are having on this overall trend in rising temporary hires, which has the potential to impact organizational readiness issues such as longer learning curves, maintaining institutional knowledge, and higher costs of external hires.

*Note: *Percent Growth is the amount of growth from one year to the next.*

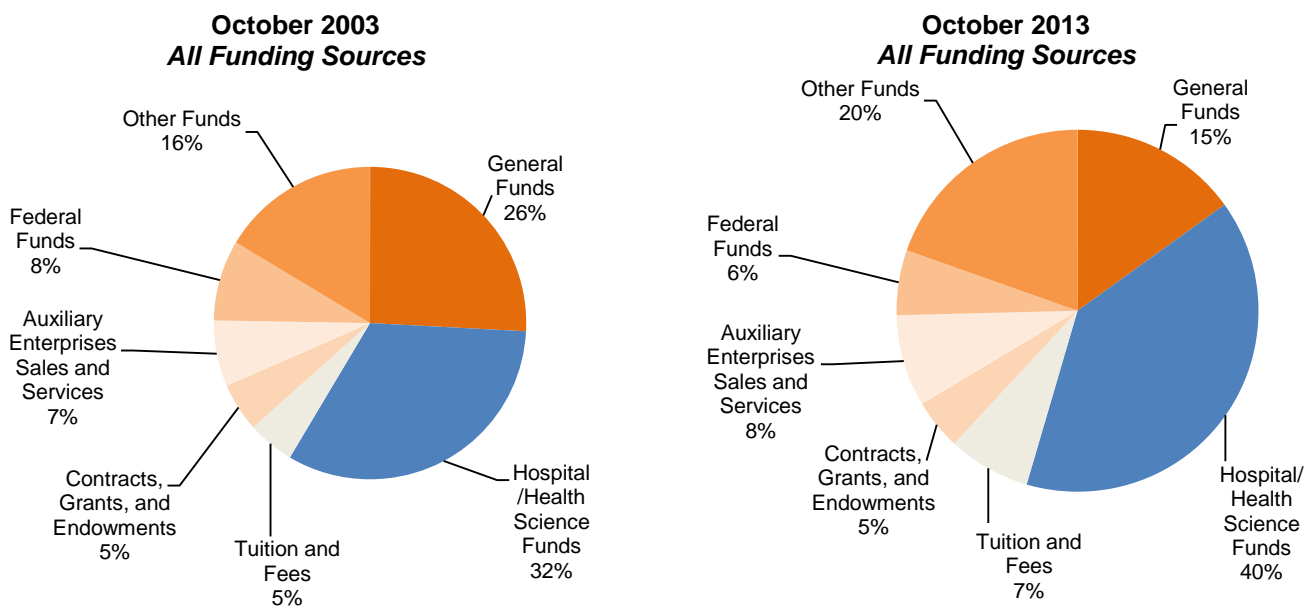
Note: Refer to section WP-5 for more on new hires at UC.

Note: Refer to section WP-2.6 for more on appointment types and headcount by appointment types at UC.

KEY FINDING 4: CAMPUS WORKFORCE FUNDING SOURCE CHANGES

KF 4.1: Percentage of Staff FTE by All Funding Sources (Base Pay only)

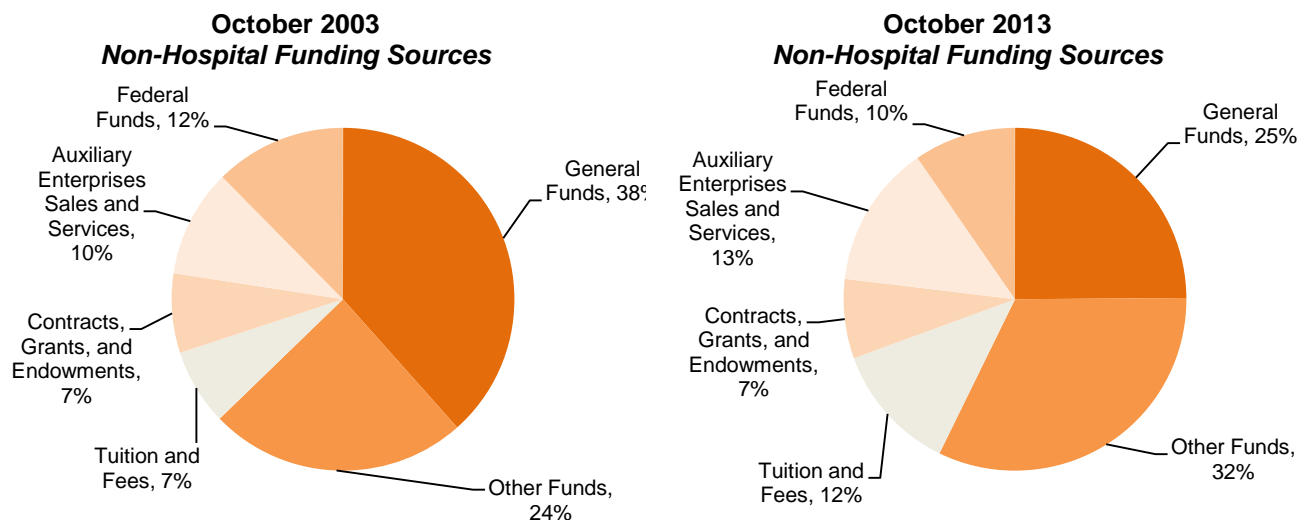
All Appointment Types, Including Students Working in Staff Titles



KF 4.1 shows that during the last decade, Hospital/Health Science Funds continue to fund the largest proportion of staff FTE systemwide. This staff funded by this source continues to grow in comparison to other sources, from 32% of all funding sources in 2003 to 40% in 2013.

KF 4.2: Percentage of Staff FTE by Non-Hospital Funding Sources (Base Pay only)

All Appointment Types, Including Students Working in Staff Titles



KF 4.2 shows that the percent of staff funded by General Funds (State funding) has decreased significantly over the last decade from 38% of non-hospital funding sources in 2003 to just 25% in 2013, with increases in Other Funds and Tuition and Fees making up for most of the loss.

Note: Due to rounding, percentages do not total 100%.

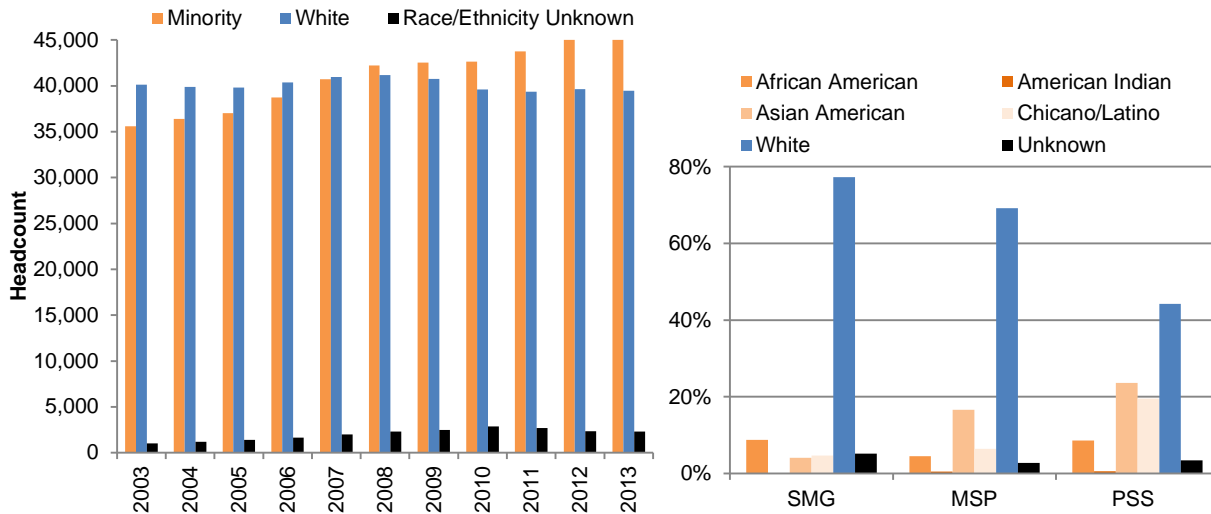
Note: Refer to section WP-9 for more on workforce funding sources at UC.

Note: The source "Other Funds" includes a wide array of funds not otherwise identified, such as the assessment on campus fund sources that funds the UCOP budget.

KEY FINDING 5: ETHNIC DIVERSITY AND GENDER REPRESENTATION

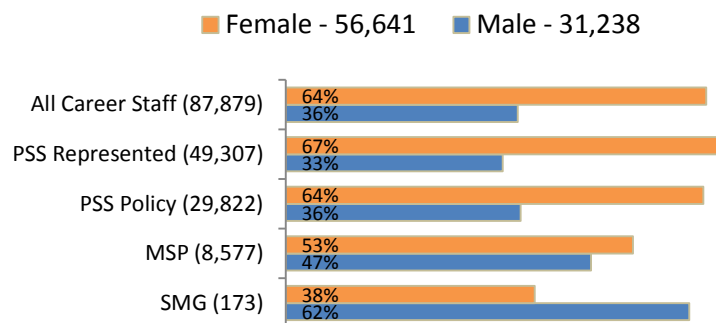
Steady gains have been made over the last decade at UC in overall ethnic diversity of the staff workforce, and overall female representation has remained steady at a rate of around two thirds of the staff workforce. However, ethnic minorities are underrepresented in Management (MSP), and both women and ethnic minorities are underrepresented in Senior Leadership (SMG) positions.

KF 5.1: CAREER STAFF – Staff Workforce by Ethnic Diversity Representation October 2003 – 2013, All Personnel Programs



The University has made a concerted effort to increase employee diversity. In 2003 the number of white staff in Career appointments exceeded the number of minority staff by almost 6 percentage points, but by 2008 minorities had become the plurality. By 2010, minorities reached 50% of the Career workforce. The University is committed to building a diverse workforce, recognizing that “the variety of personal experiences, values and world views that arise from differences of culture and circumstance” found in the people of California “has been the source of innovative ideas and creative accomplishments throughout the state’s history.” This commitment is expressed in the University of California Diversity Statement: policy.ucop.edu/doc/4000375/Diversity.

KF 5.2: CAREER STAFF – Staff Workforce by Personnel Program and Gender October 2013



KF 5.2 shows the majority of the career staff workforce is female (64%). This is primarily due to the large representation of women in the Personnel and Support Staff (PSS) personnel program (51,234). In the MSP personnel program, the balance of gender is closer to parity (53% female: 47% male), and in the SMG personnel program, there are significantly more men than women: 38% female vs. 62% male. The current gender representation for the state of California is 50.3% female and 49.7% male.

KF 5.3: CAREER STAFF by Personnel Program and Gender
 October 2003 and 2013

		2003 (Total 76,715)		2013 (Total 87,879)	
		Headcount	% of Total	Headcount	% of Total
All Career Staff	Female	49,761	65%	56,641	64%
	Male	26,954	35%	31,238	36%
PSS Represented	Female	30,953	67%	32,918	67%
	Male	15,482	33%	16,389	33%
PSS Policy	Female	16,058	65%	19,094	64%
	Male	8,767	35%	10,728	36%
MSP	Female	2,664	52%	4,563	53%
	Male	2,476	48%	4,014	47%
SMG	Female	86	27%	66	38%
	Male	229	73%	107	62%

KF 5.3 takes a look back at systemwide gender statistics for 2003, and shows a percentage distribution similar to 2013 for the PSS and MSP personnel programs. In the SMG personnel program, there has been a notable increase in the proportion of women: from 27% in 2003 to 38% in 2013. The hiring of more female senior managers, combined with the transfer of Academic Deans and Vice Provosts from SMG to the Academic personnel program both contributed to this result.

Note: Refer to section WP-7 for more on workforce by gender at UC.

Note: Refer to section WP-8 for more on workforce by minority representation at UC.

PART II: STAFF WORKFORCE PROFILE

WORKFORCE PROFILE 1: STATISTICAL SNAPSHOT

Staff Workforce*, October 2013

WP 1.1: Headcount and FTE (Full-Time Equivalent)

	Headcount [†]	FTE
Professional and Support Staff (PSS).....	125,324.....	89,977
• Students Working in Staff Titles.....	32,382.....	8,110
• PSS Excluding Students.....	92,942.....	81,867
Management and Senior Professionals (MSP).....	10,409.....	9,685
Senior Management Group (SMG).....	175.....	174
➤ Staff Workforce Excluding Lawrence Berkeley National Laboratory (LBNL) [‡]	135,908.....	99,836
➤ LBNL Staff Workforce [§]	2,960.....	2,766
➤ UC Staff Workforce, including LBNL	138,868.....	102,602

WP 1.2: Selected Staff Workforce Characteristics (Excluding LBNL)

Minority Representation, Career Staff.....	53%
Gender Representation, Career Staff	
• Female.....	64%
• Male.....	36%
Average Age	
• All Staff Appointment Types**.....	38
• Career Staff.....	44
Average Length of Service from Date of Most Recent Hire	
• Career Staff.....	9 years
Percentage of Staff Exclusively Represented by Unions	
• All Staff Appointment Types**.....	42%
• Career Staff.....	56%

* The Staff Workforce includes employees in staff titles (executive, management, clerical/administrative, clinical, technical, maintenance, etc.). It excludes academic appointees such as faculty, researchers, graduate student appointees, and postdoctoral scholars.

† Headcount counts each employee once, by primary appointment. Payroll records showing invalid title codes are excluded.

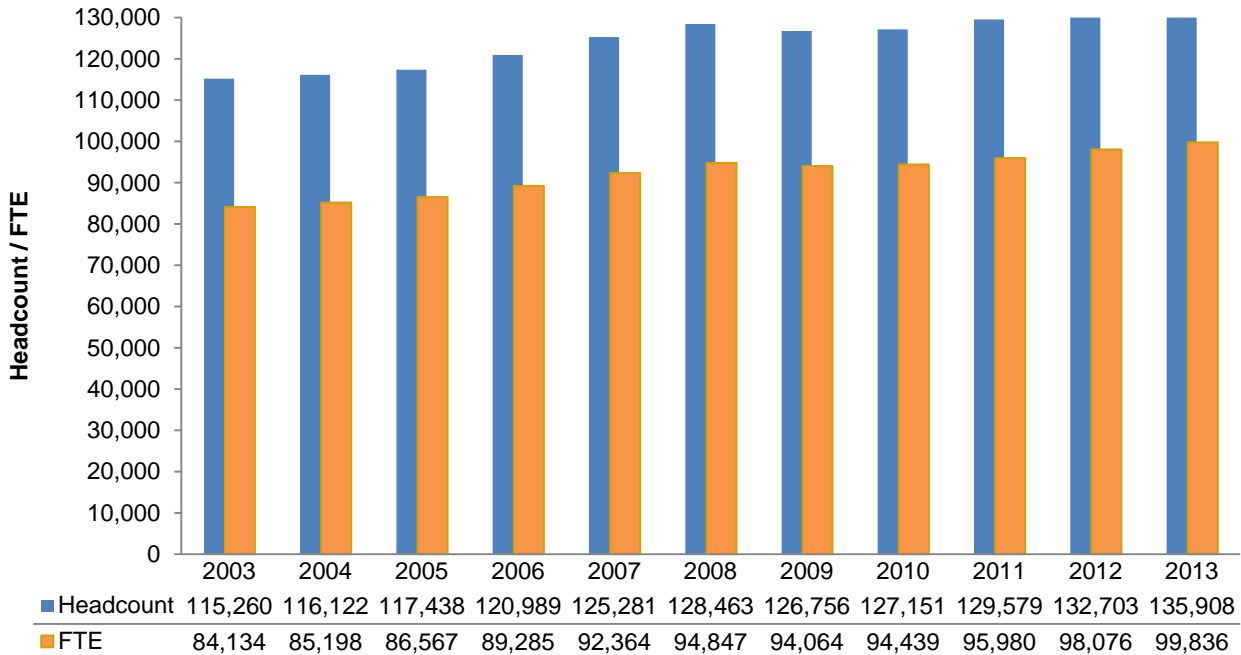
‡ Lawrence Berkeley National Laboratory (LBNL), managed by the University of California for the U.S. Department of Energy, maintains a separate payroll system and defines employee categories differently from other UC locations. Therefore, headcount and FTE are included in this report, but not demographic data and other details of the composition of LBNL staff.

§ LBNL Staff Workforce includes Career, Term Appointment, Limited, Rehired Retirees and Visiting Researchers. Excludes Faculty, Post Docs, Visiting Post Docs, Graduate Student Research Associates, and Student Assistants.

** All Staff Appointment Types includes students working in staff titles.

WORKFORCE PROFILE 2: STAFF WORKFORCE

WP 2.1: Staff Workforce Headcount and Full-Time Equivalents (FTE)* 2003 – 2013, All Appointment Types, Including Students Working in Staff Titles



Cuts in State funding in recent years have led to efforts at restructuring and the search for administrative efficiencies throughout the UC system. On the other hand, various programs within the UC system have continued to experience growth, especially in the medical centers and at UC Merced, so headcount and FTE have grown slightly overall since 2009.

Overall workforce growth has averaged 1.79% over the last decade, and grew by 2.42% in 2013. Growth dipped below average from 2003-05 and again in 2009-10. Without accounting for the low years, the average growth is 2.64%. It appears likely that UC is returning to a more normal growth in staff workforce.

Note: FTE does not reflect reductions due to staff participation in the voluntary ERIT/START (Employee Reduction in Time/Staff and Academic Reduction in Time) programs and University-wide Furlough/Salary Reduction program (September 1, 2009 to August 31, 2010).

Note: Source for Historical Data: UC Statistical Summary of Students and Staff

* Note: Unless otherwise noted, Medical Center staff headcount and FTE are included with applicable campus and systemwide counts throughout the Workforce Profile.

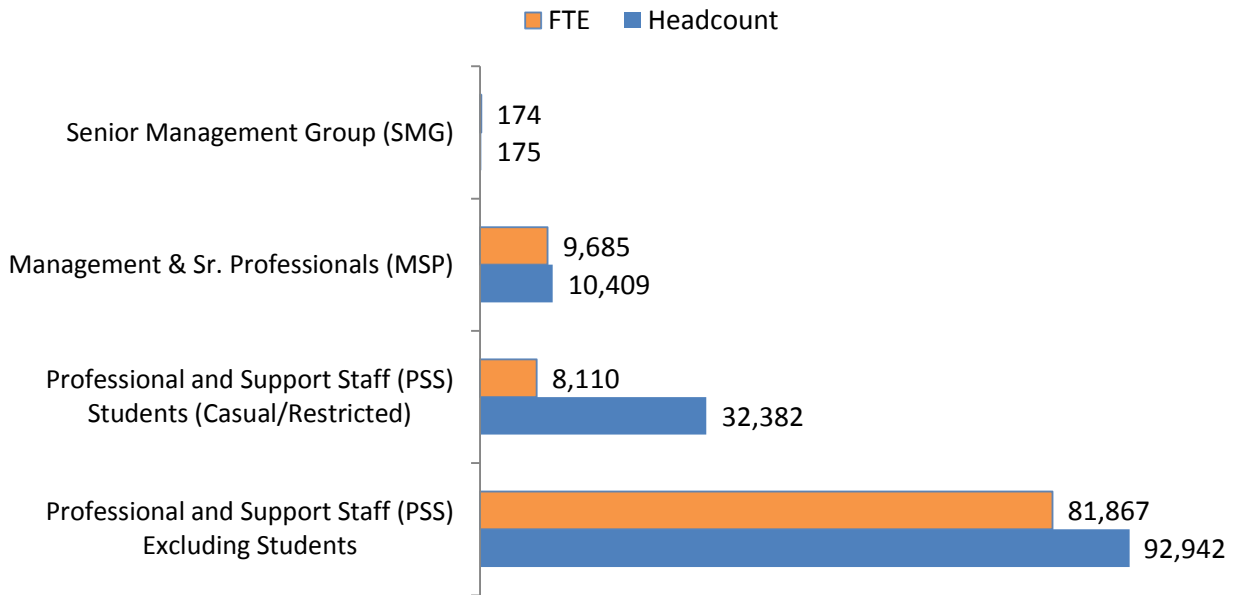
* Note: In this report, FTE represents percentage of regular effort. An employee working a standard full-time schedule accounts for 1.00 FTE. A half-time employee accounts for 0.50 FTE, for example. Overtime hours are not included in the FTE calculation.

WP 2.2: Staff Workforce Headcount and Full-Time Equivalents (FTE) by Personnel Program

October 2013, All Appointment Types, Including Students Working in Staff Titles

Total Headcount = 135,908

Total FTE = 99,836



Staff members at the University of California are categorized into three personnel programs: Senior Management Group (SMG), Management and Senior Professionals (MSP), and Professional and Support Staff (PSS). The Senior Management Group consists of the senior leadership of the campuses and the systemwide administration, including Chancellors, Vice Chancellors, Provosts, Vice Provosts, Vice Presidents, and the President.

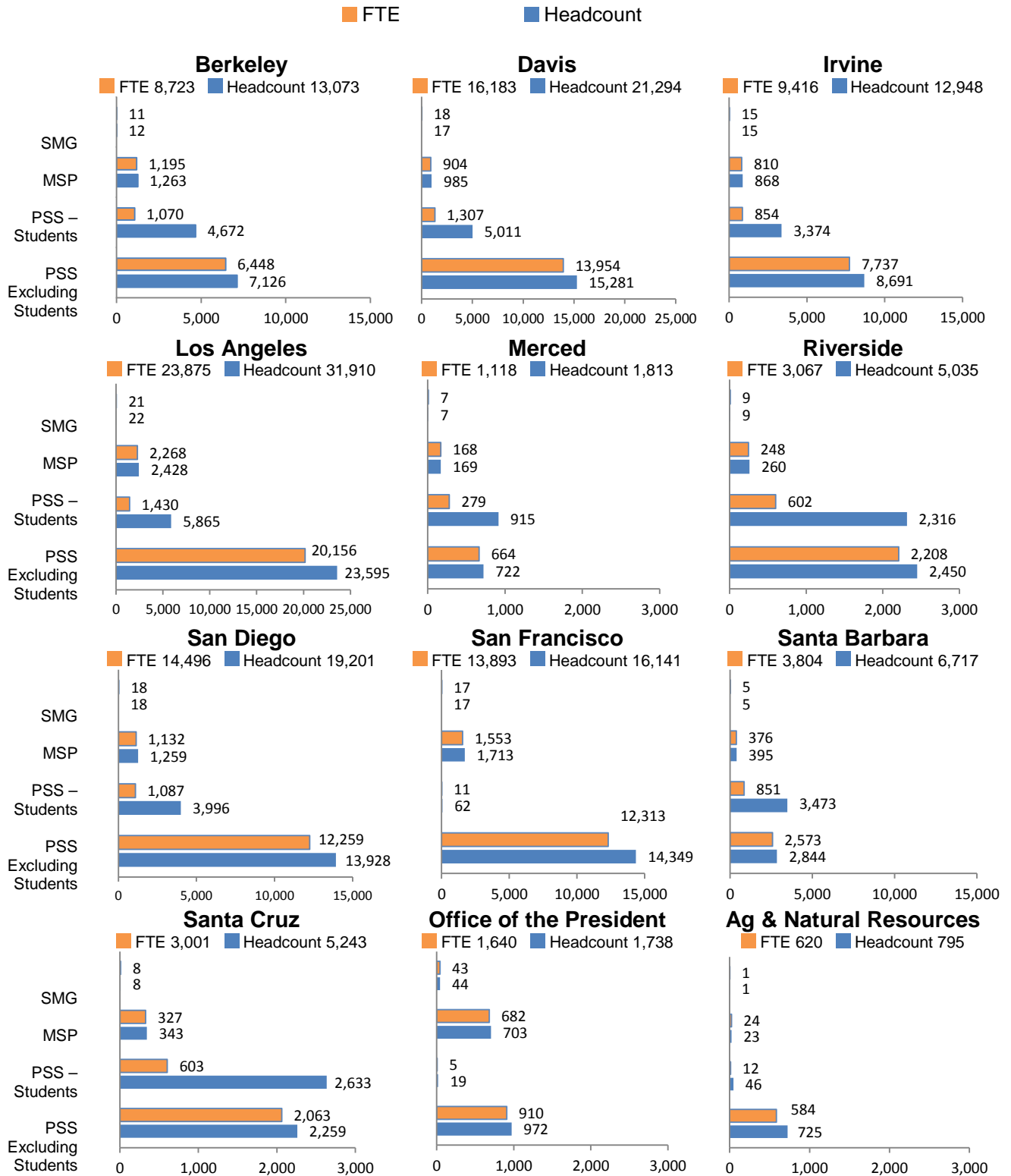
The Management and Senior Professional personnel program includes managers and directors as well as senior professionals such as staff physicians, nurse managers, high-level computer programmers, and high-level analysts.

The Professional and Support Staff, the largest personnel program, encompasses policy-covered staff subject to the Personnel Policies for Staff Members (including students working in casual/restricted appointments) as well as staff covered by collective bargaining agreements. Titles in the PSS program include nurses, research assistants, clerical/administrative staff, analysts, computer programmers, custodians, and many others. The noticeable difference between headcount and FTE in the PSS program reflects the greater proportion of part-time employees—especially students working in staff titles—in this personnel program.

WP 2.3:

Staff Workforce Headcount and Full-Time Equivalents (FTE) by Personnel Program, by Location

October 2013, All Appointment Types, Including Students Working in Staff Titles

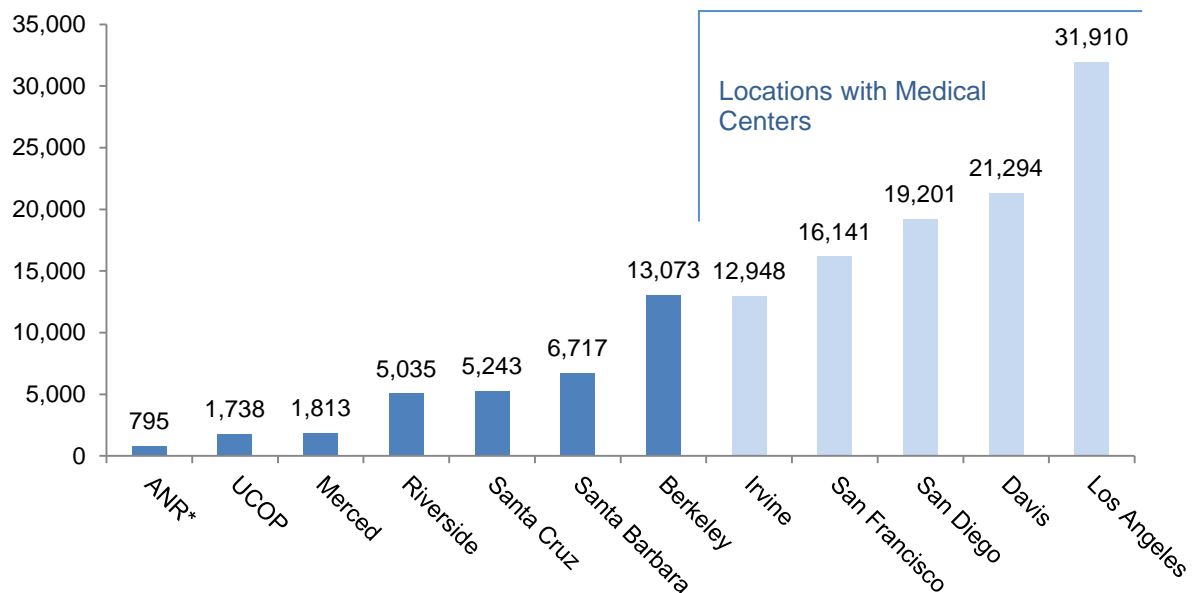


Note: Scales differ among the charts

Note: In this report, "Office of the President" includes UCOP staff and systemwide programs.

WP 2.4: Staff Workforce Headcount by Location

October 2013, All Appointment Types, Including Students Working in Staff Titles
Total Headcount = 135,908



*Note: *UC Agriculture and Natural Resources (ANR) staff work at the Oakland offices of the UC Office of the President (UCOP) and at Agricultural Experiment Stations, county Extension Offices and other locations throughout the state.*

WP 2.4 shows staff headcount at the 10 campuses, UC Office of the President (UCOP), and Agriculture and Natural Resources (ANR). UCOP and ANR (systemwide administrative offices), have smaller workforces than all of the campuses. Among the campuses, Merced, the newest campus with the smallest workforce, continues to build its programs and enrollment.

Numerous factors contribute to the number of staff at a particular location. Some of these include:

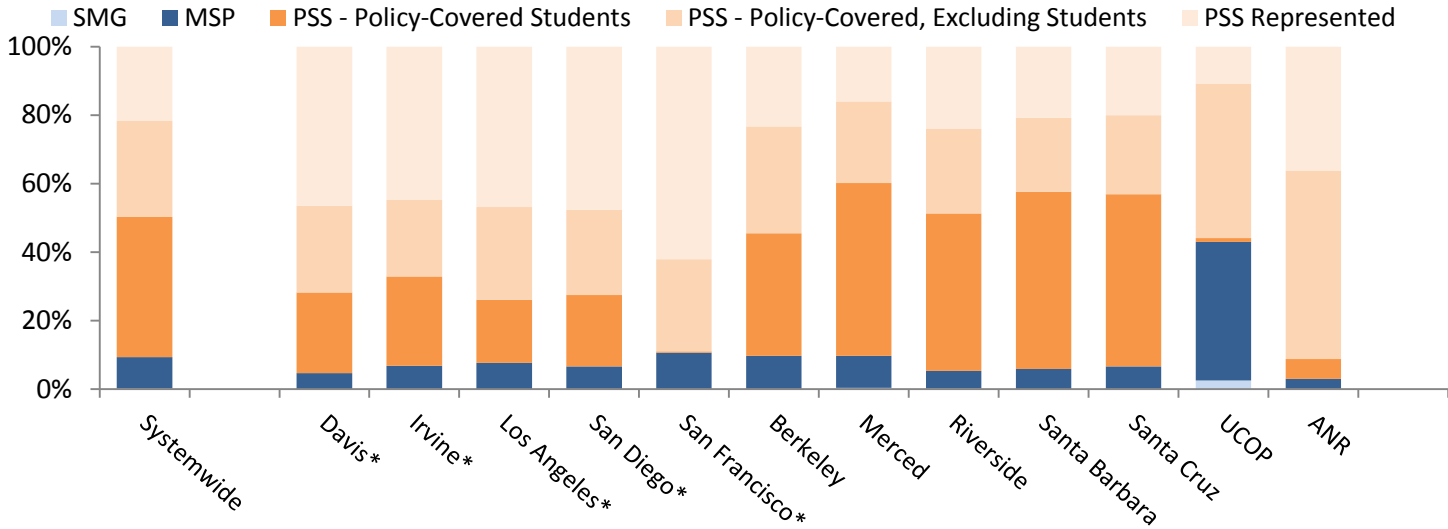
- Student enrollment
- The presence of a medical center
- The proportion of graduate students to undergraduate students
- The size and complexity of the campus research programs
- The relative use of full-time vs. part-time staff

WP 2.5:

Staff Workforce Headcount by Personnel Program, by Location

October 2013, All Appointment Types, Including Students Working in Staff Titles

Total Headcount = 135,908



Personnel Program Demographics By Location

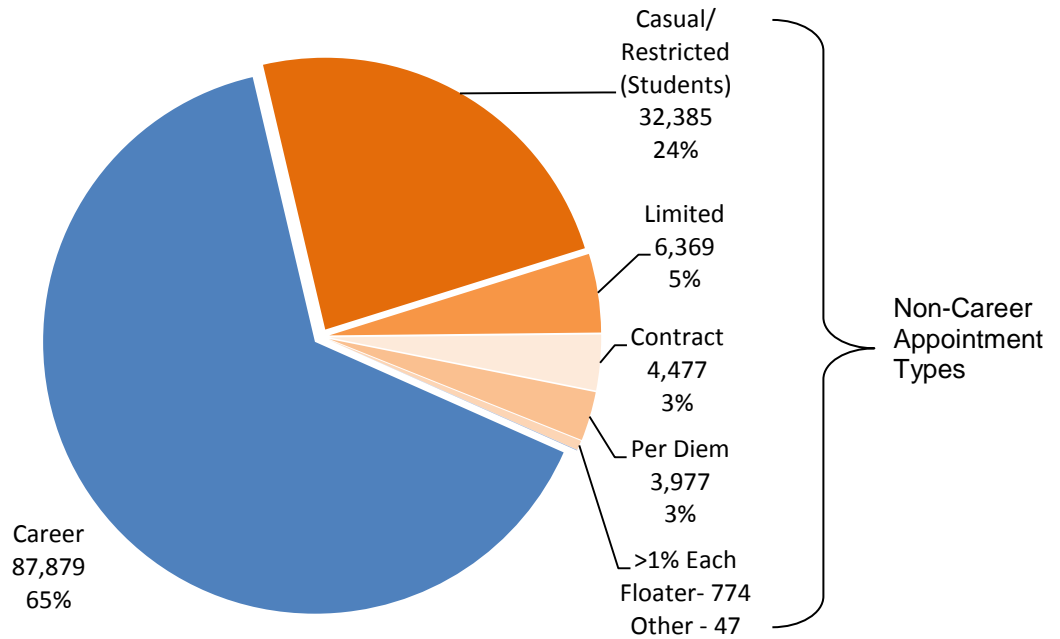
	TOTAL	UCD*	UCI*	UCLA*	UCSD*	UCSF*	UCB	UCM	UCR	UCSB	UCSC	UCOP	ANR
SMG	175	17	15	22	18	17	12	7	9	5	8	44	1
MSP	10,409	985	868	2,428	1,259	1,713	1,263	169	260	395	343	703	23
PSS:													
Policy-Covered:													
Students*	32,381	5,011	3,374	5,864	3,996	62	4,672	915	2,316	3,473	2,633	19	46
Excl. Students	35,716	5,396	2,893	8,665	4,791	4,335	4,085	431	1,240	1,449	1,209	785	437
Represented	57,227	9,885	5,798	14,931	9,137	10,014	3,041	291	1,210	1,395	1,050	187	288
Total	135,908	21,294	12,948	31,910	19,201	16,141	13,073	1,813	5,035	6,717	5,243	1,738	795

Note: * Campus with a Medical Center

The uniqueness of the UC campuses is again reflected in each location’s personnel program demographics. In WP 2.5, using the systemwide bar as an internal benchmark, varying distributions by location can be easily identified by the height of each color panel. This chart and subsequent charts include data on the PSS Represented group – staff employees represented by a union. As shown above, represented employees are located predominantly at campuses with medical centers.

* An additional 4 Casual/Restricted (student) staff were reported in other personnel programs.

WP 2.6: Staff Workforce Headcount by Career and Non-Career Appointment Types
 October 2013, All Personnel Programs
Total Headcount = 135,908



The staff workforce is predominantly (65 percent) composed of Career employees. This “core” group is supplemented by a smaller number of non-career employees, including students in staff titles, who help maintain staffing levels for fixed terms or during high need periods. Through Career appointments, the University is committed to providing employees with predictable hours of work and full benefits.

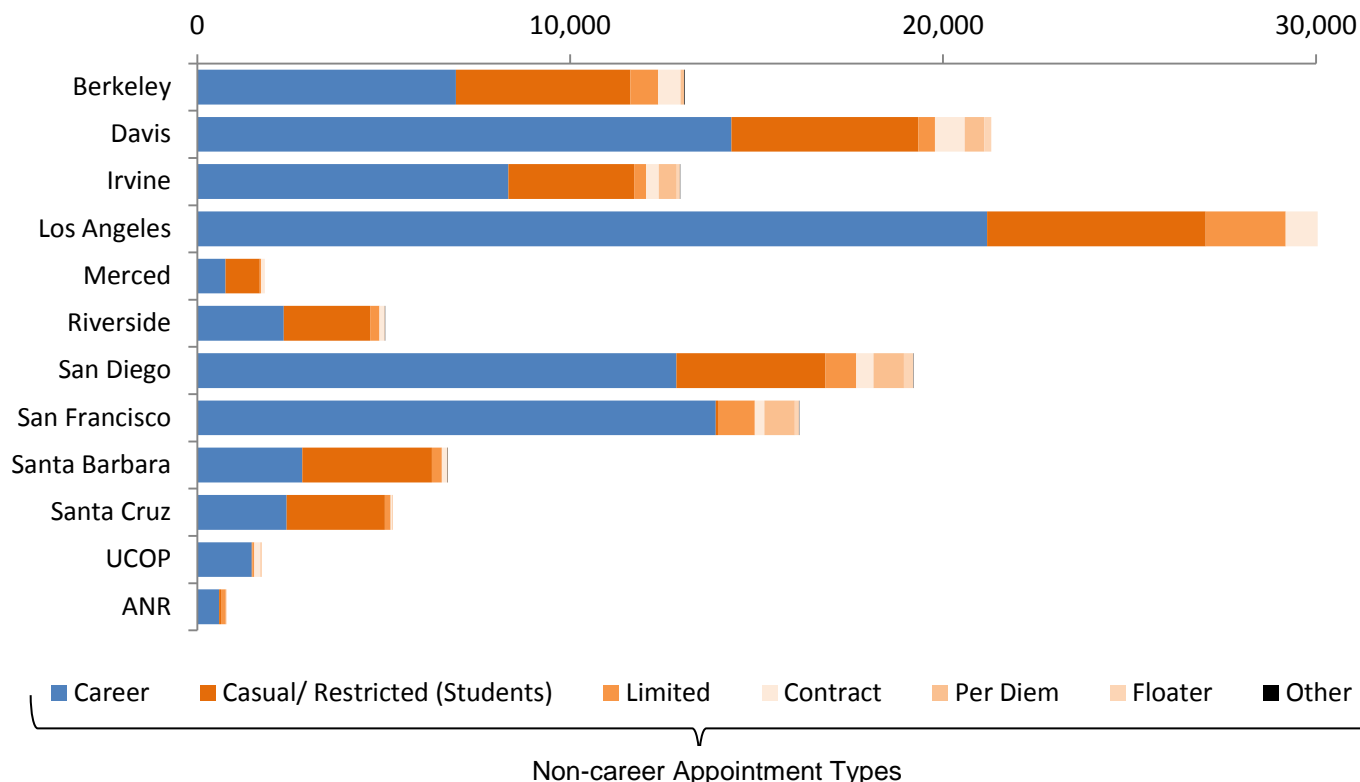
As shown below in WP 2.7, between October 2012 and 2013 there was less than a 1% increase in the staff Career workforce and an increase of 5% in Non-Career appointments.

WP 2.7: Headcount by Appointment Type
 October 2012 and 2013

	2012	2013	Change	% Change
Career	87,054	87,879	825	1%
Non-Career:				
Casual/Restricted	30,254	32,385	2,131	7%
Limited	6,378	6,369	-9	0%
Contract	4,252	4,477	225	5%
Per Diem	3,991	3,977	-14	0%
Floater	719	774	55	8%
Other	55	47	-8	-15%
Non-Career Total	45,649	48,029	2,380	5%
Grand Total	132,703	135,908	3,205	2%

WP 2.8: Staff Workforce Headcount by Career and Non-Career Appointment Types, by Location

October 2013, All Personnel Programs



WP 2.8 above shows that most UC locations primarily employ Career employees. Per Diem appointments are uniquely found at Medical Centers. Casual/Restricted (student) employees make up a high percentage of the workforce on campuses without medical centers, while there are very few at UCSF, and also very few at UCOP and ANR which inherently do not have students populations.

Over the past decade, the three staff personnel programs have grown at different rates. As WP 2.9 shows, between October 2003 and October 2013, headcount in the MSP program increased from 6% to 8% of all staff, and PSS Policy-Covered excluding students increased from 25% to 26% of all staff, while the exclusively represented PSS staff declined from 47% to 42% of all staff.

WP 2.9: Headcount by Personnel Program

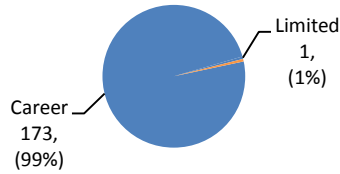
October 2003 and 2013

	2003	% of All Staff	2013	% of All Staff	Change, 2003-2013
SMG	323	<1%	175	<1%	-148*
MSP	6,373	6%	10,409	8%	4,036
PSS Casual/Restricted	26,180	23%	32,382	24%	6,202
PSS Policy-Covered, Excluding Students	28,379	25%	35,715	26%	7,336
PSS Represented	54,005	47%	57,227	42%	3,222
Total	115,260	100%	135,908	100%	20,648

Note: The decrease in SMG headcount reflects the transfer of SMG Deans and Vice Provosts into the Academic Personnel program beginning in 2010.

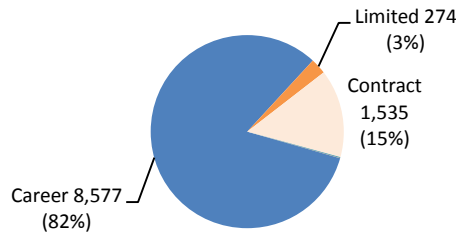
WP 2.10: Staff Workforce Headcount by Personnel Program and Career and Non-Career Appointment Types
 October 2013

Senior Management Group (SMG)
 Headcount = 174



Management and Senior Professionals (MSP)
 Headcount = 10,409

■ Career



■ Casual/
 Restricted
 (Students)

■ Limited

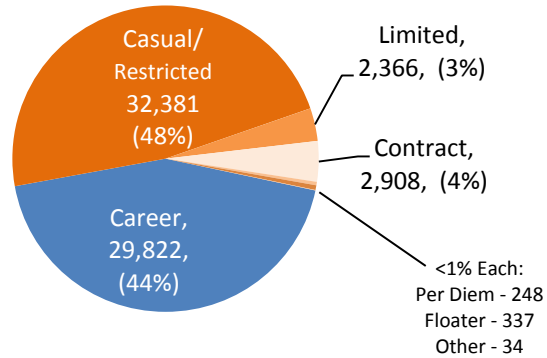
Professional and Support Staff (PSS) Policy-Covered
 Headcount = 68,096
 Non-Students = 35,715

■ Contract

■ Per Diem

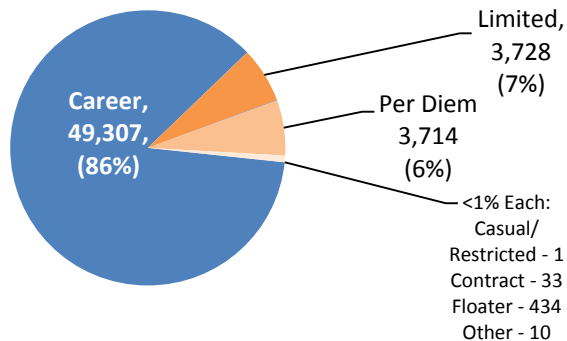
■ Floater

■ Other

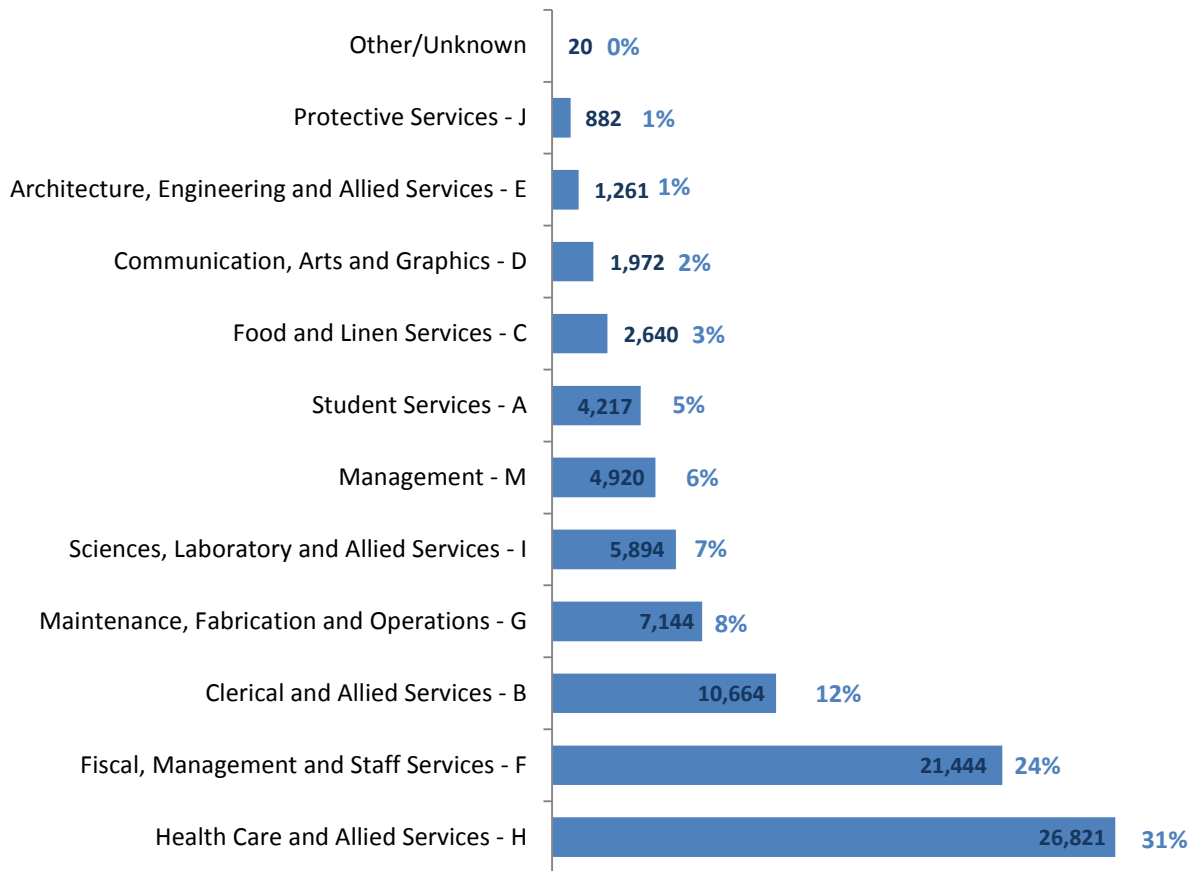


**Note: 4 Casual/Restricted staff employees were also reported in other personnel programs*

PSS Exclusively Represented
 Headcount = 57,227



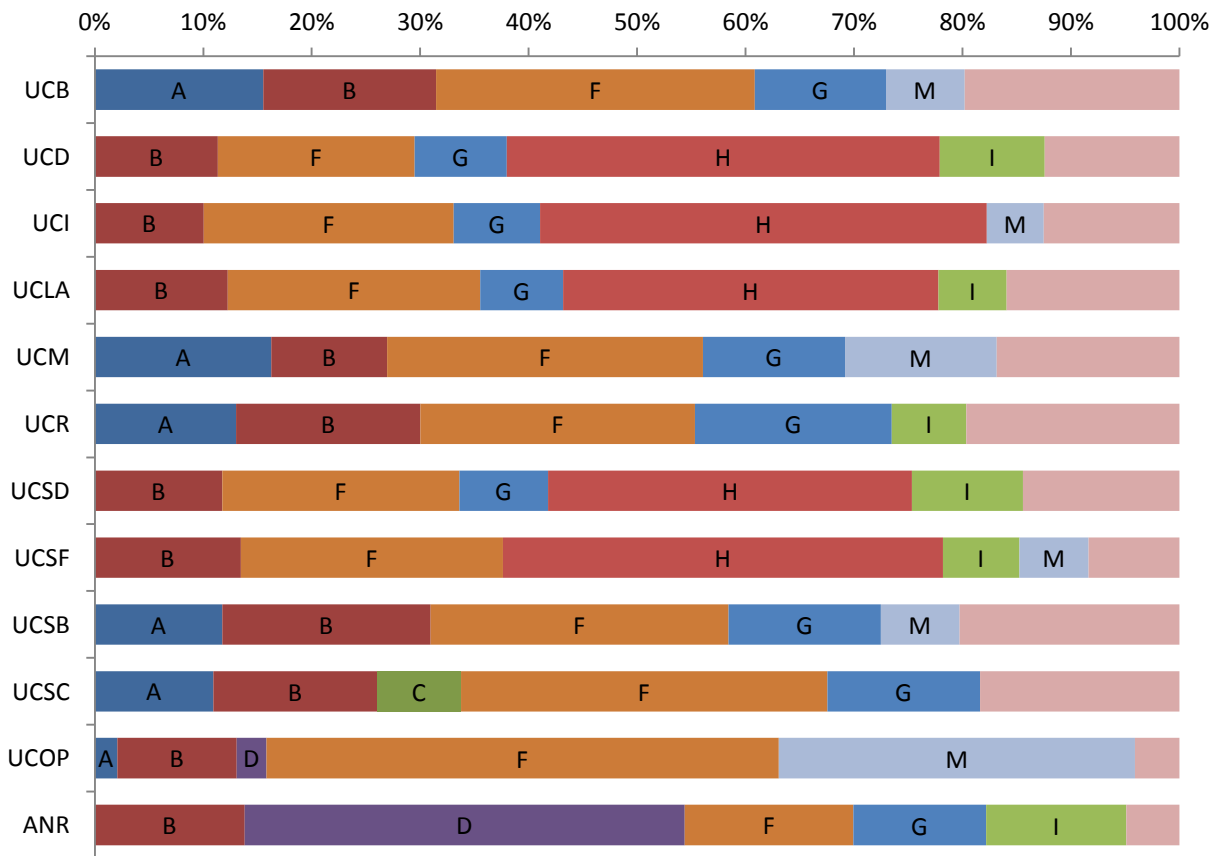
WP 2.11: CAREER STAFF – Staff Workforce by Occupational Group
 October 2013
Career Staff Headcount = 87,879



Over 30% – almost one-third – of the Career staff work in a health care related occupation. Since 2003, the number of staff in health care occupations has increased by 36%, from 19,722 to 26,821, reflecting a large expansion in the size and scope of the teaching hospital enterprise.

Note: Refer to appendix A for an outline of Occupational Groups and Representative Titles

WP 2.12: CAREER STAFF – Staff Workforce by Occupational Group by Location
 October 2013 (Five Largest Occupational Groups by Percent of Career Staff)



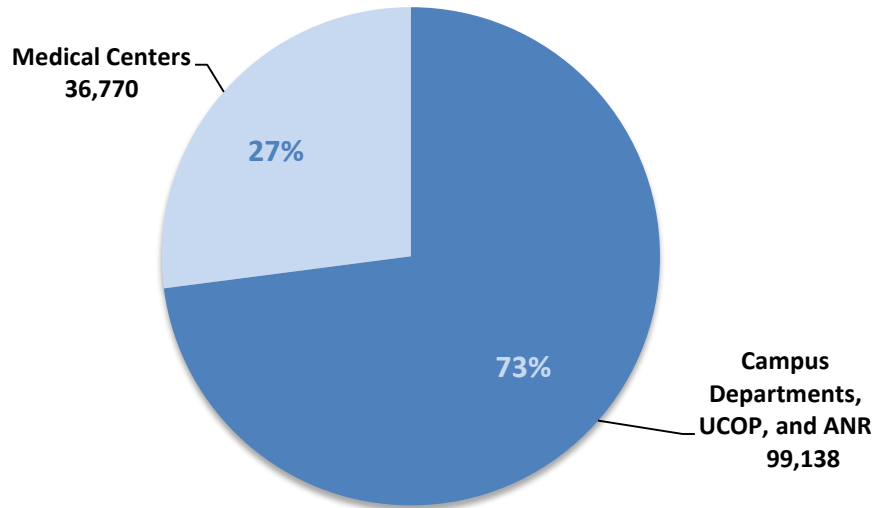
Workforces at each location are varied. Health care occupations cluster at locations with medical centers; UCOP has higher levels of Fiscal and Management occupations, given their oversight and reporting responsibilities to the Regents and the State. Most campus locations have similar levels of staff in Student Services and Maintenance, Fabrication and Operations. All locations have considerable numbers of employees in clerical-related occupations as well as in the category of Fiscal, Management and Staff Services, which is the occupational grouping for most computer-related positions.

Occupational Groups:

- A - Student Services
- B - Clerical and Allied Services
- C - Food and Linen Services
- D - Communications, Arts and Graphics
- E - Architecture, Engineering and Allied Services (not in top five at any Location)
- F - Fiscal, Management and Staff Services
- G - Maintenance, Fabrication and Operations
- H - Health Care and Allied Services
- I - Sciences, Laboratory and Allied Services
- J - Protective Services (not in top five at any Location)
- M - Management
- All Other Occupational Groups not among the top five at this Location

WORKFORCE PROFILE 3: CAMPUS AND MEDICAL CENTERS

WP 3.1: Staff Workforce by Campuses and Medical Centers October 2013, Including Students Working in Staff Titles Headcount = 135,908



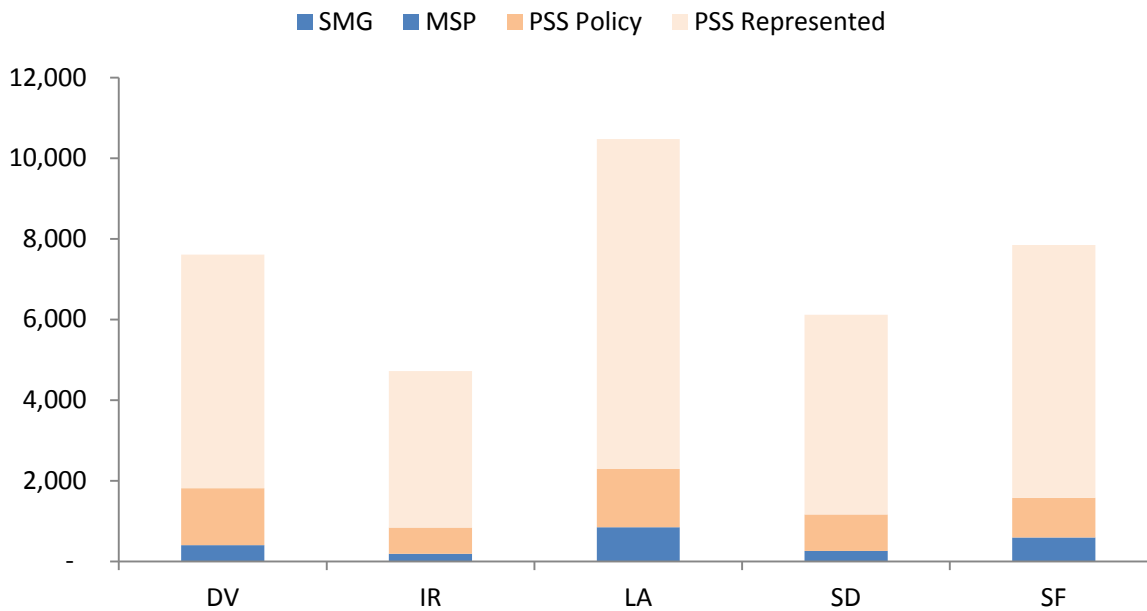
In 2003 there were 27,652 staff employees working at the medical centers. By October 2013, that number had grown to 36,770—a 33% increase. During this same time period the campus-based workforce grew by approximately 13%. The increase in UC medical center staff reflects the expansion in the delivery of health care services accompanied by building expansion and the acquisition of a number of new facilities.

WP 3.2: Staff Workforce Campuses and Medical Centers Headcount October 2003 and 2013

	2003	% of Total	2013	% of Total	Change	% Change
Campus/UCOP/ANR	87,608	76%	99,138	73%	11,530	13%
Medical Centers	27,652	24%	36,770	27%	9,118	33%
Total	115,260	100%	135,908	100%	29,154	25%

Note: Source for Historical Data: "Workforce Profile 2003"

WP 3.3: Medical Center Staff Workforce by Personnel Program
 October 2013, Including Students Working in Staff Titles



	DV	IR	LA	SD	SF	Total	% of Total
SMG	6	5	8	6	6	31	<1%
MSP	397	186	842	252	586	2,263	6%
PSS Policy-Covered*	1,414	648	1,443	903	981	5,389	15%
PSS Represented	5,794	3,881	8,179	4,959	6,274	29,087	79%
Total	7,611	4,720	10,472	6,120	7,847	36,770	100%

Note: *Includes 72 Casual/Restricted Students in staff titles. Students in casual/restricted PSS titles are not commonly employed at medical centers.

Note: Due to rounding, percentages do not total 100%.

The majority (79%) of employees at medical center sites are represented by collective bargaining agreements.

WORKFORCE PROFILE 4: AGE DISTRIBUTION

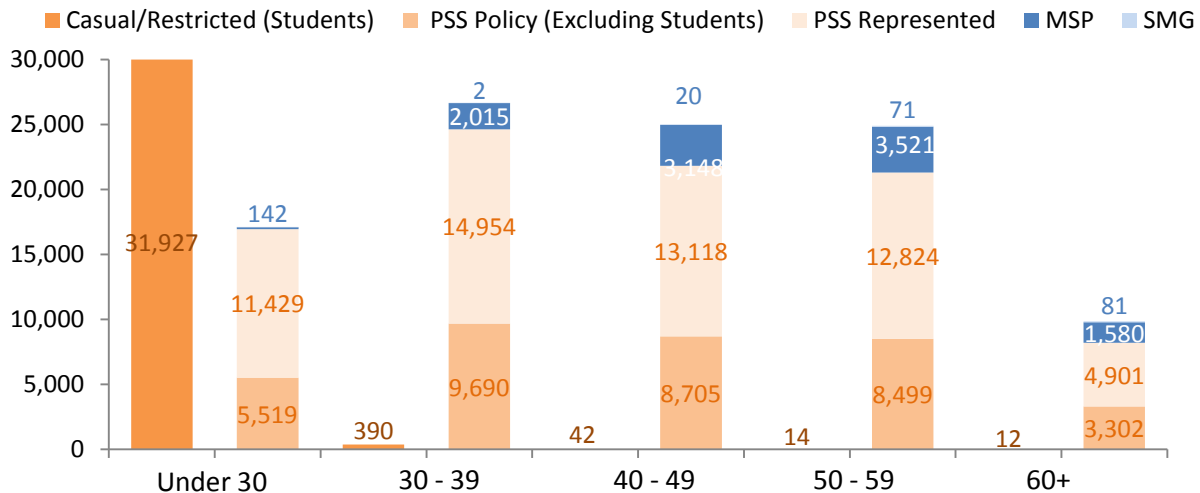
WP 4.1: Age Distribution of Staff Workforce by Personnel Program

October 2013 , All Personnel Programs

Average Age, All Staff: 38

All Staff Except Students: 43

Casual/Restricted (Students): 21



WP 4.1 shows the age distribution of the staff workforce, which spans five generations: Millennials, Generation Y, Generation X, Baby Boomers, and the World War II generation. The vast majority (approximately 99%) of the Casual/Restricted workforce is under 30 years of age—as would be expected since these appointments are open only to UC students. Seventy-four percent (74%) of all staff workforce is between 30 and 59 years of age. Headcount in the 60+ range is noticeably lower, primarily because the average retirement age which for MSP and SMG staff is 60, and for PSS staff is 59 (see Part III - Benefits).

WP 4.2 shows that since 2003, the distribution of age ranges among employees in non-student appointment types has shifted. The percentage of those under 30 has dropped from 19% to 17% and the percentage of employees aged 40-49 has dropped from 28% to 24%, while the percentage of those aged 60 and older has doubled, from 5% to 10%.

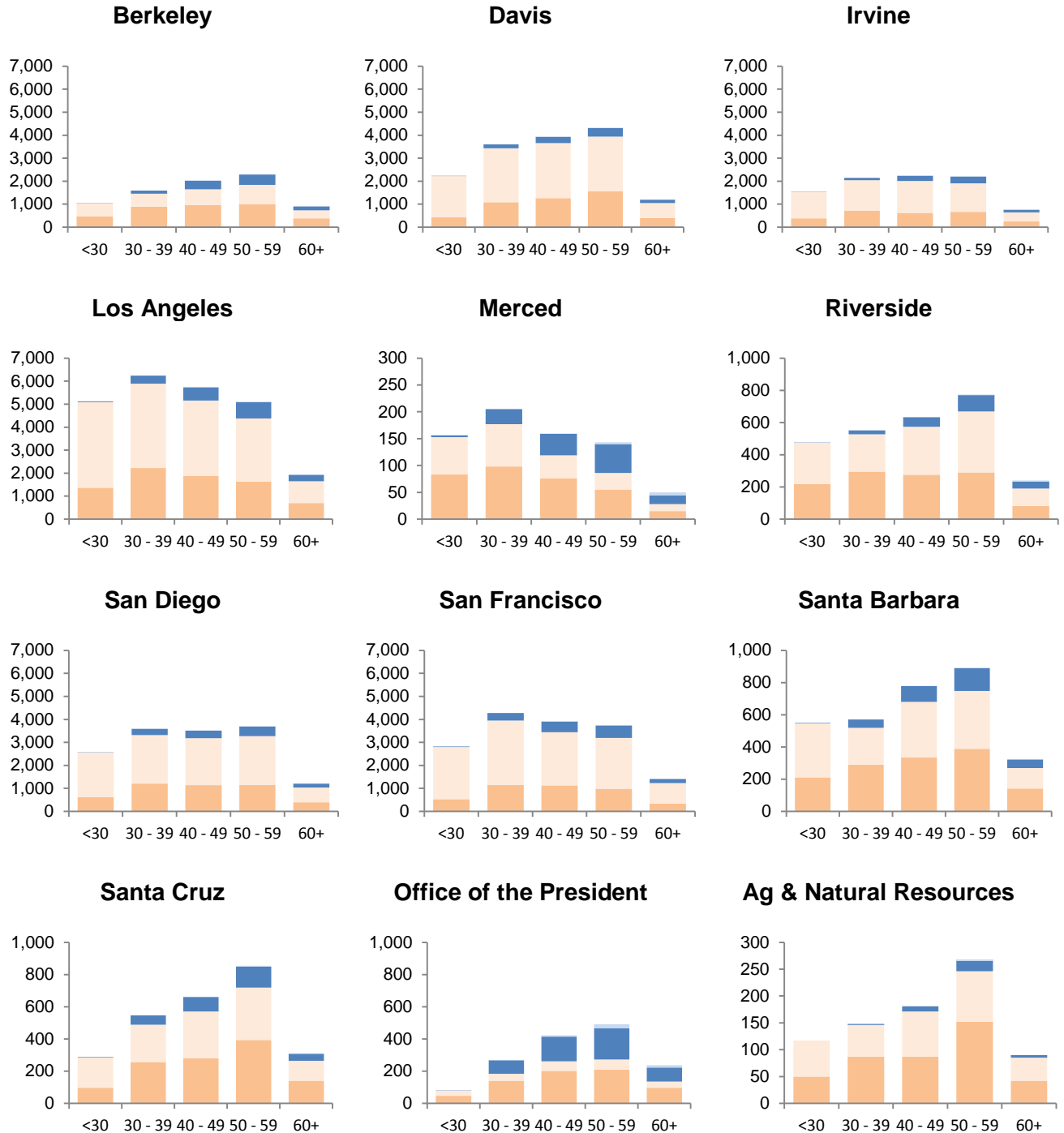
WP 4.2: Age Distribution of Staff Workforce

October 2003 and October 2013, All Appointment Types Except Casual/Restricted (Students)

	2003 (Total 89,055)		2013 (Total 103,523)	
	Headcount	% of Total	Headcount	% of Total
Under 30	16,575	19%	17,091	17%
30-39	21,511	24%	26,661	24%
40-49	25,272	28%	24,991	24%
50-59	20,905	23%	24,915	24%
60+	4,792	5%	9,864	10%

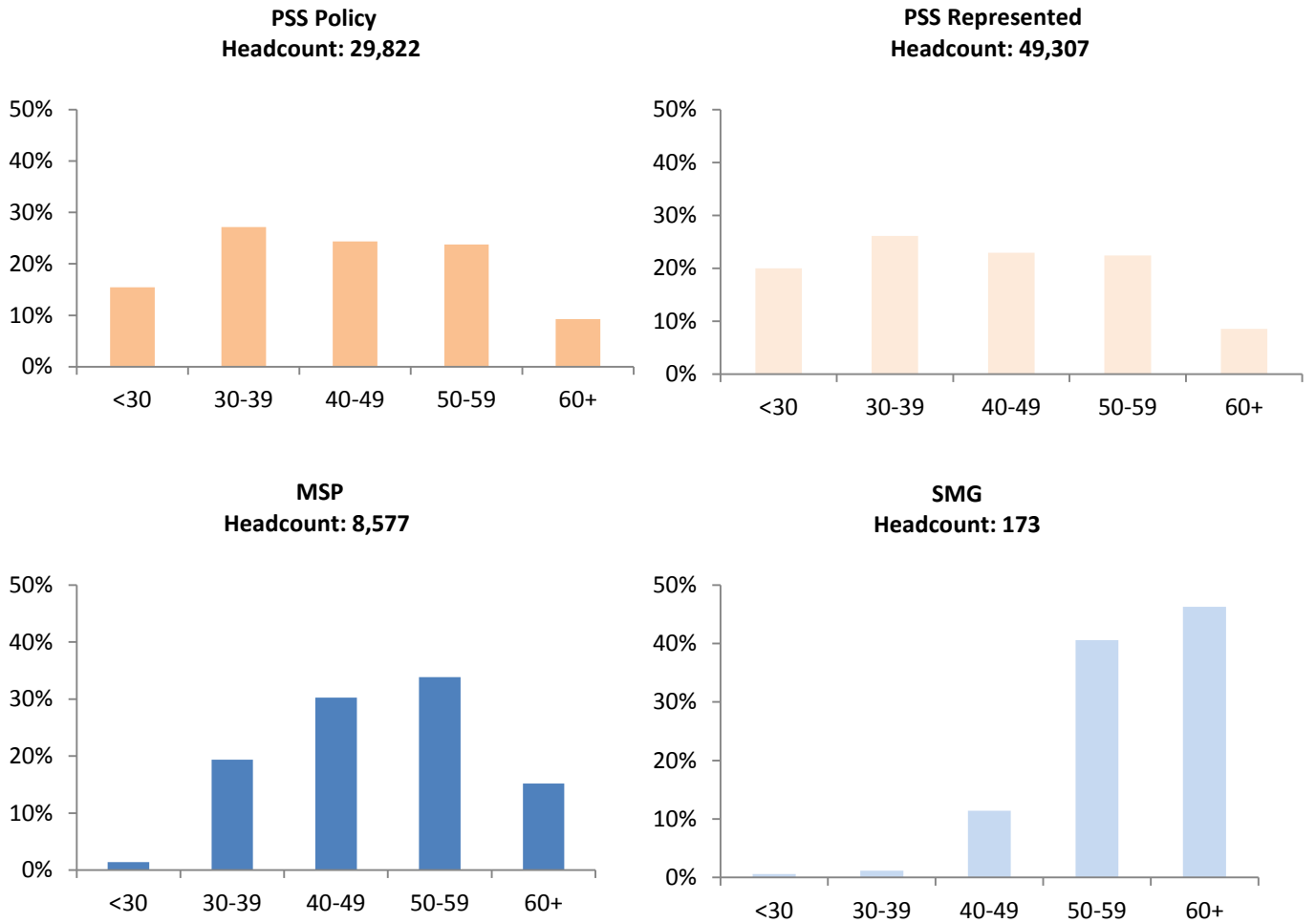
WP 4.3: Age Distribution of Staff Workforce by Personnel Program, by Location
 October 2013, All Appointment Types Except Casual/Restricted (Students)

■ PSS Policy (Excluding Casual/Restricted)
 ■ PSS Represented
 ■ MSP
 ■ SMG



Note: Scales differ among the charts

WP 4.4: CAREER STAFF – Age Distribution of Staff Workforce by Personnel Program
 October 2013
 Average Age = 44



WP 4.4: CAREER STAFF by Personnel Program and Age Range
 October 2013

Age Range	PSS Policy	PSS Represented	MSP	SMG	Total	%
<30	3,444	8,223	105	0	11,772	13%
30-39	8,098	13,015	1,467	2	22,582	26%
40-49	7,776	11,885	2,645	20	22,326	25%
50-59	7,848	11,940	3,153	71	23,012	26%
60+	2,656	4,244	1,207	80	8,187	9%
Total	29,822	49,307	8,577	173	87,879	100%

Note: Due to rounding, percentages do not total 100%.

WORKFORCE PROFILE 5: NEW HIRES AND LENGTH OF SERVICE

WP 5.1: CAREER STAFF – Staff Workforce New Hires

Fiscal Years 2004-05 through 2012-13

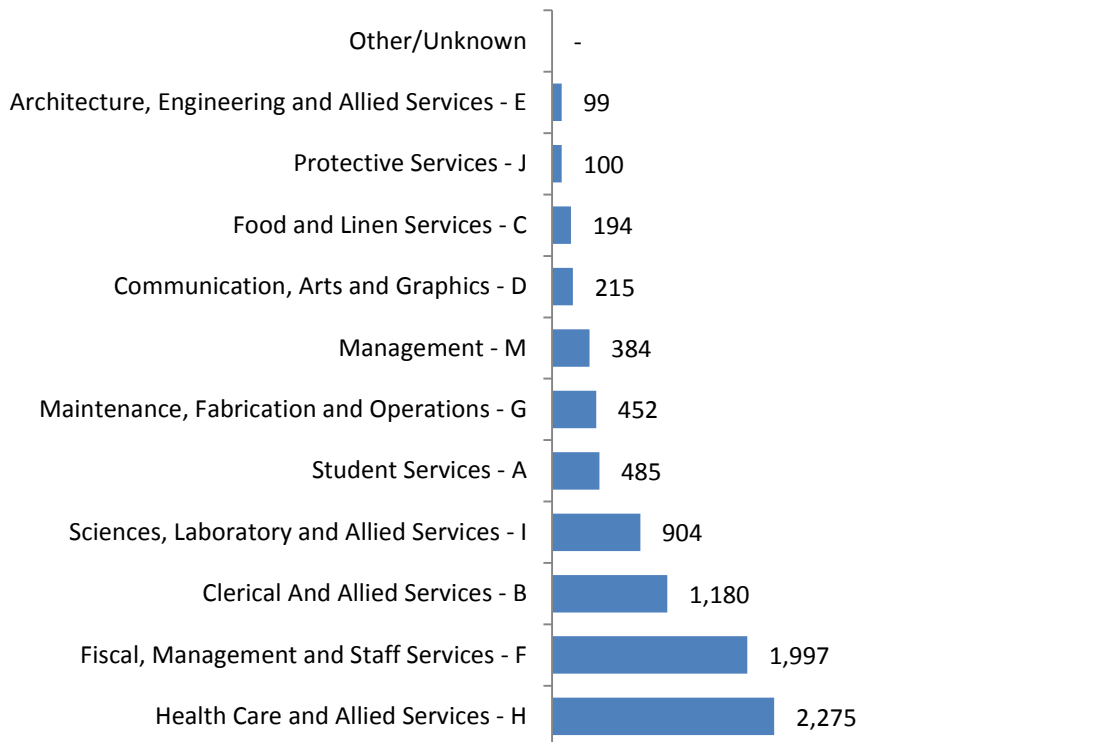
Career Staff Headcount = 87,879

Career Staff Hired in FY 2012-13 = 8,285

	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
New Hires	10,620	12,049	12,920	12,415	9,072	6,333	8,301	8,645	8,285

WP 5.2: CAREER STAFF – Staff Workforce New Hires by Occupational Group*

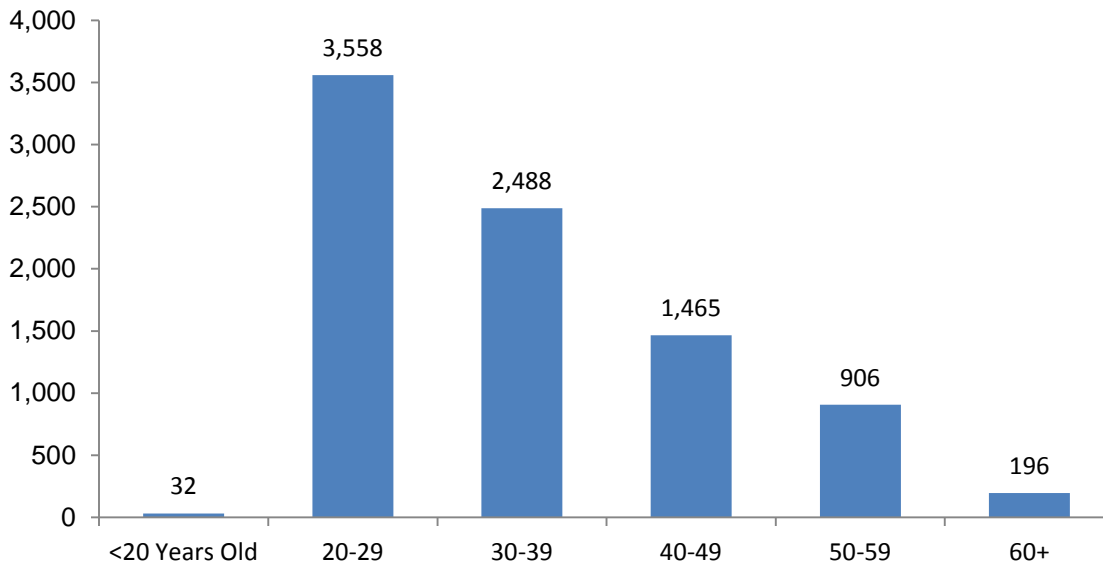
Fiscal Year 2012-13



Systemwide data for fiscal year 2012-13 indicates that the largest group (27%) of new hires were employed in a health care related job, which has been the employment pattern of the past 10 years. However, hiring in several occupational groups, including health care, decreased from the previous fiscal year: Health Care and Allied Services; Sciences, Laboratory and Allied Services; Maintenance, Fabrication and Operations; and Food and Linen Services.

* Refer to Appendix A for representative titles in the eleven occupational groups.

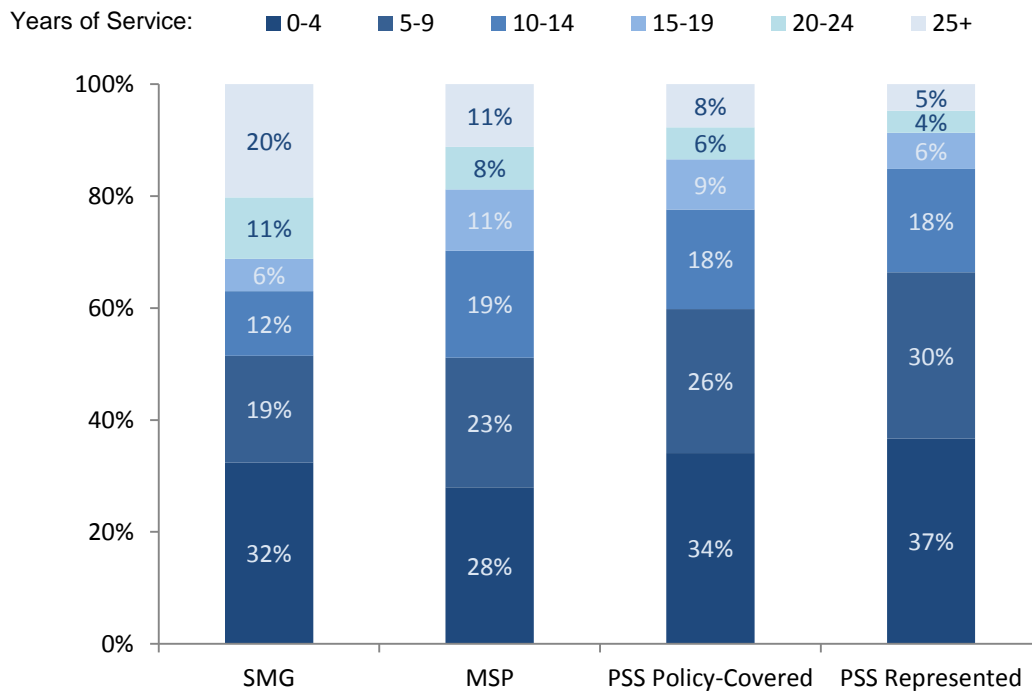
WP 5.3: CAREER STAFF – Staff Workforce New Hires: Age at Date of Hire
 Fiscal Year 2012-2013, All Personnel Programs
 New Hires = 8,285



Systemwide	<20	20-29	30-39	40-49	50-59	60+	Total
Headcount	18	3,382	2,381	1,450	879	175	8,285
% of New Hires	0%	41%	29%	18%	11%	2%	100%
Berkeley	0	287	223	180	108	25	823
Davis *	7	396	350	265	128	21	1,167
Irvine *	3	304	249	159	99	15	829
Los Angeles *	5	938	556	290	147	31	1,967
Merced	0	37	26	17	9	2	91
Riverside	0	74	77	30	32	3	216
San Diego *	0	499	329	193	138	35	1,194
San Francisco *	1	599	377	182	107	23	1,289
Santa Barbara	2	133	64	38	27	6	270
Santa Cruz	0	63	70	44	34	8	219
UCOP	0	29	42	38	36	5	150
ANR	0	23	18	14	14	1	70

Note: In FY 2012-2013, the number of staff hired into Career appointments decreased by about 4% from the previous fiscal year (8,285 vs. 8,645). The pace of hiring was continues to be lower than in Fiscal Year 2008-09 (9,072), prior to a period of severe budget cuts. The hiring age demographic has remained steady, with about 70% of the people hired younger than age 40. The majority of these people were employed by a campus with a medical center()*

WP 5.4: CAREER STAFF – Length of Service from Most Recent Hire Date by Personnel Program
 October 2013
Average Length of Service from Most Recent Hire Date:
Career Staff: 9 years



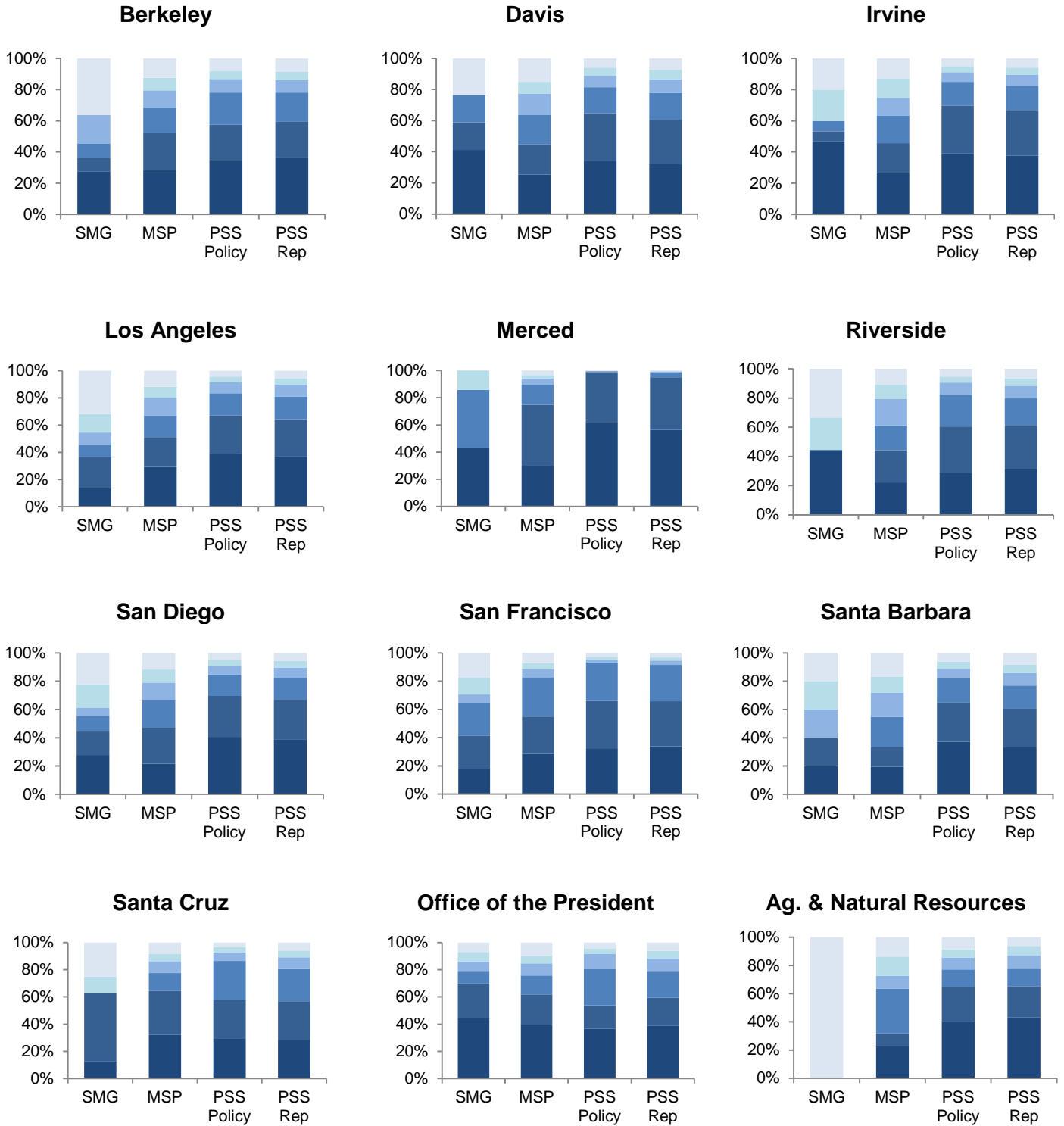
Length of Service	SMG	MSP	PSS Policy-Covered	PSS Represented	Total	%
0-4	56	2,398	10,172	18,070	30,696	35%
5-9	33	1,988	7,672	14,671	24,364	28%
10-14	20	1,638	5,291	9,106	16,055	18%
15-19	10	940	2,691	3,172	6,813	8%
20-24	19	654	1,702	1,946	4,321	5%
25+	35	959	2,294	2,342	5,630	6%
Total	173	8,577	29,822	49,307	87,879	100%

Note: The average length of Career staff employment service at UC (from date of most recent hire) for has been relatively stable, with an average of 9 years. As seen in the chart above, MSP and SMG personnel programs have more workforce in the higher length of service level categories.

Note: UC Retirement Plan (UCRP) service credit may differ from years of employment service.

WP 5.5: CAREER STAFF – Length of Service from Most Recent Hire Date by Personnel Program and Location
 October 2013

Years of Service: 0-4 5-9 10-14 15-19 20-24 25+



WORKFORCE PROFILE 6: TURNOVER

WP 6.1: CAREER STAFF Turnover Rates

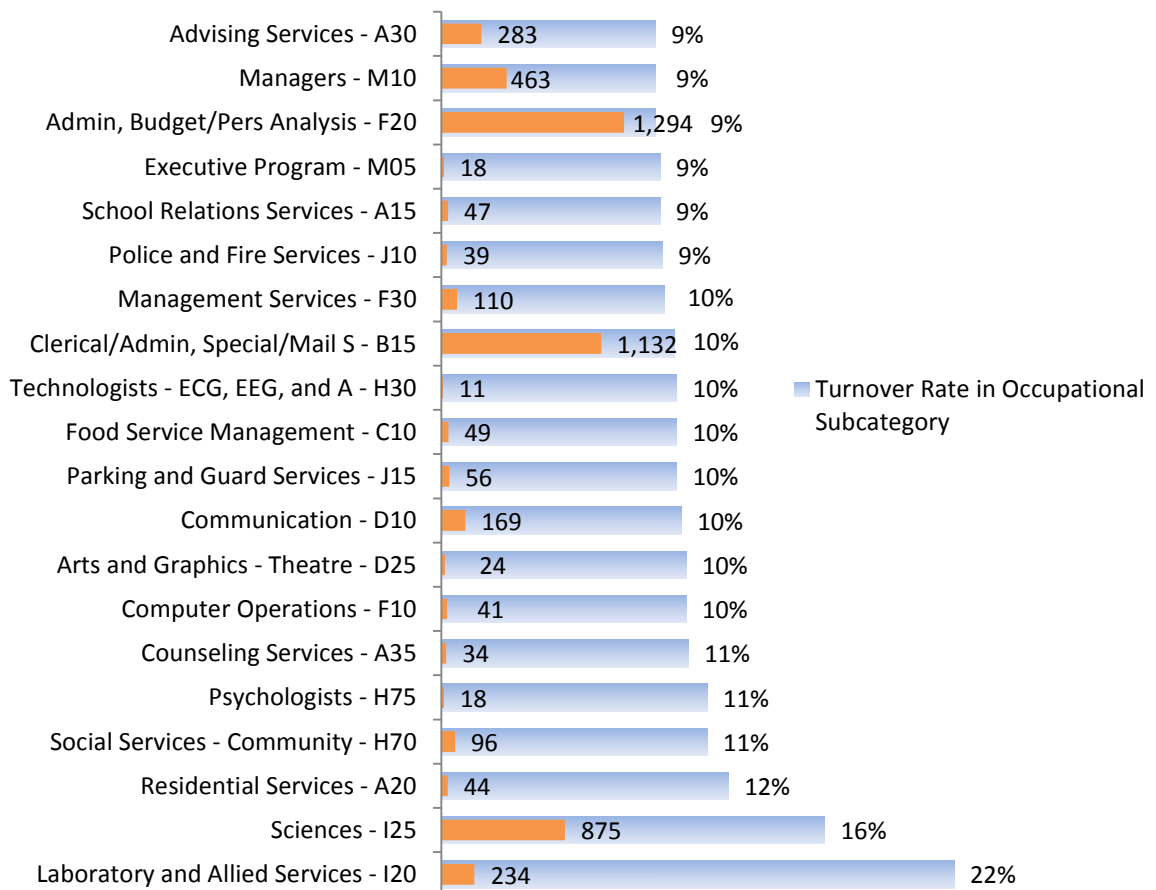
Fiscal Year 2005-06 through 2012-13

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Turnover Rate	11.5%	11.3%	10.3%	8.4%	8.7%	8.7%	8.9%	8.7%

WP 6.2: CAREER STAFF – Staff Workforce Occupational Subcategories with Above-Average Turnover

Fiscal Year 2012-13

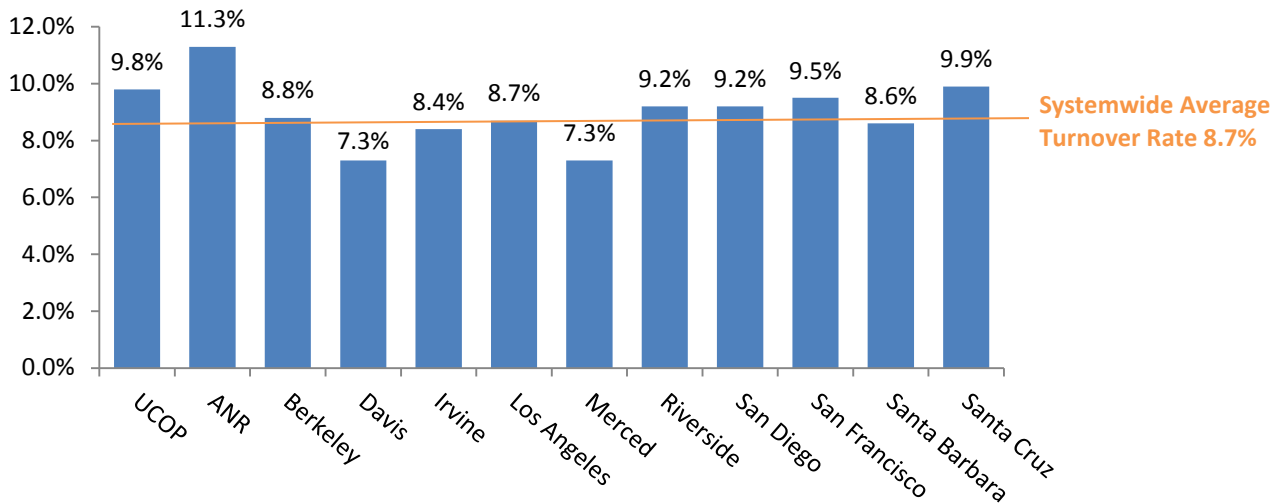
Systemwide Average Turnover Rate for Career Staff in All Occupational Groups: 8.7%
Number of Separations: 8,355



Note: Includes only occupational subgroups with at least 100 incumbents and if the subgroup turnover rate is higher than the 2010-11 systemwide turnover rate of 8.7%.

WP 6.2 shows the career staff turnover in Fiscal Year 2012-13, by occupational sub groups if the turnover is greater than 8.7%, the systemwide turnover average rate for the entire career staff workforce. The orange bars show the number of separations in the individual occupational subcategory. For example in the Clerical (B15) subcategory, 1,132 employees separated – 10% of the total headcount of 11,481 in that occupational subcategory. The Laboratory and Allied Services (I20) turnover rate continues to be very high at 22%, 234 employees in a group of 1,075. Like last fiscal year, the number of separations in the occupational category of Manager (M10) continues above the workforce separation average. 463 employees in manager positions left the University in FY 2012-13. Systemwide this group has 5,075 employees, all in the MSP personnel program.

WP 6.3: CAREER STAFF – Staff Workforce Turnover Rate by Location
 Fiscal Year 2012-13, All Personnel Programs



As addressed in KF 2.2, WP 6.3 shows that in FY 2012-13 the overall turnover rate at UCOP, ANR, San Francisco and Santa Cruz was noticeably higher than the systemwide average. Davis and Merced experienced notably lower turnover than the systemwide average in 2012-13.

As WP 6.4 shows below, in fiscal year 2012-13 the overall turnover rate dropped slightly from 2011-12. The systemwide Career staff turnover rate had been generally declining since 2004-05, reaching its lowest value in 2008-09 and then rising only slightly in 2009-10. In better economic times, the turnover rate has been in the double digits, climbing to 11.5% in both FY 2004-05 and 2005-06. The decline in the number of UC separations in recent years appears to reflect a lack of alternative job opportunities in the employment market. UC's turnover rates have remained at these lower levels since the end of the recession, but that may be due to slower than expected hiring during the current economic recovery. As employment opportunities increase in California, staff turnover is eventually expected to return to higher pre-recession levels.

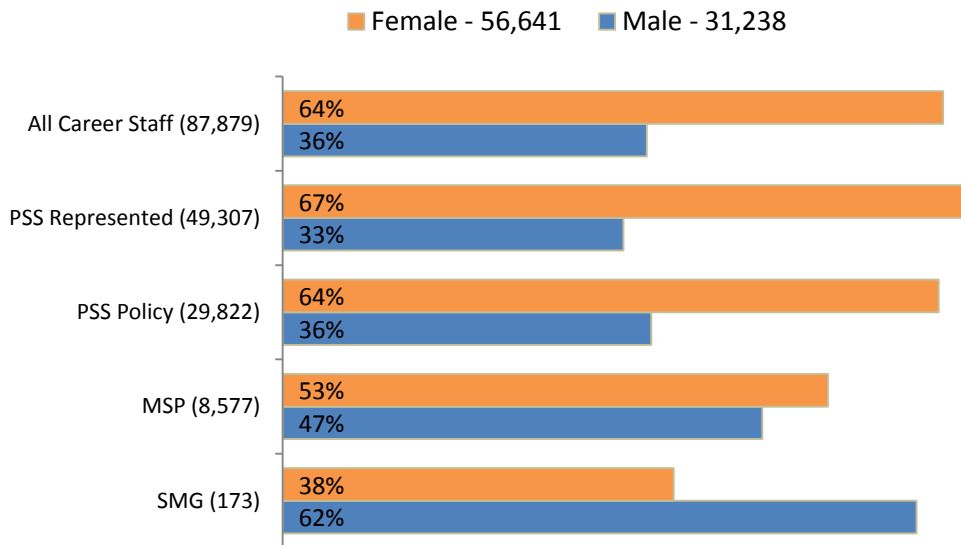
WP 6.4: CAREER STAFF – Staff Workforce Occupational Subcategories with Five Highest Turnover Rates by Location
 Fiscal Year 2012-13, All Personnel Programs

	Turnover				Turnover		
	<u>Hdct.</u>	<u>Sep.</u>	<u>Rate</u>		<u>Hdct.</u>	<u>Sep.</u>	<u>Rate</u>
Berkeley				Davis			
Printing Services-G80	27	9	33.3%	Food Service Management-C10	83	14	16.9%
Sciences-I25	332	66	19.9%	Technologists - ECG, EEG and A-H30	37	6	16.2%
Laboratory and Allied Services-I20	172	34	19.8%	Social Services - Community-H70	233	34	14.6%
Arts and Graphics - Theatre-D25	25	4	16.0%	Arts and Graphics - Theatre-D25	36	5	13.9%
School Relations Services-A15	327	41	12.5%	Laboratory and Allied Services-I20	151	21	13.9%
Irvine				Los Angeles			
Laboratory and Allied Services-I20	79	21	26.6%	Laboratory and Allied Services-I20	233	58	24.9%
Computer Operations-F10	36	6	16.7%	Sciences-I25	1,226	237	19.3%
Counseling Services-A35	25	4	16.0%	Residential Services-A20	109	17	15.6%
Management Services-F30	129	19	14.7%	Fiscal Services-F35	114	17	14.9%
Technical and Operations Servi-G40	28	4	14.3%	Communication-D10	390	52	13.3%
Merced				Riverside			
School Relations Services-A15	20	3	15.0%	Communication-D10	62	11	17.7%
Clerical/Admin, Special/Mail S-B15	76	9	11.8%	Clerical/Admin, Special/Mail S-B15	169	25	14.8%
Admin, Budget/Pers Analysis-F20	141	15	10.6%	Executive Program-M05	48	6	12.5%
Computer Programming and Analy-F15	55	5	9.1%	Managers-M10	268	28	10.4%
Fiscal Services-F35	29	2	6.9%	Computer Programming and Analy-F15	222	22	9.9%
San Diego				San Francisco			
Sciences-I25	1,900	233	17.9%	Sciences-I25	928	211	22.7%
Parking and Guard Services-J15	35	6	17.1%	Police and Fire Services-J10	53	12	22.6%
Management Services-F30	162	27	16.7%	Psychologists-H75	46	8	17.4%
Counseling Services-A35	44	6	13.6%	Laboratory and Allied Services-I20	116	19	16.4%
Marine Trades-G45	49	6	12.2%	Management Services-F30	26	4	15.4%
Santa Barbara				Santa Cruz			
Laboratory and Allied Services-I20	41	12	29.3%	Parking and Guard Services-J15	29	6	20.7%
Arts and Graphics-Theatre-D25	26	4	15.4%	Laboratory and Allied Services-I20	29	5	17.2%
Communication-D10	35	5	14.3%	Clerical/Admin, Special/Mail S-B15	373	52	13.9%
Sciences-I25	83	11	13.3%	Advising Services-A30	254	35	13.8%
Food Prep/Distr-Supes,Wrks-C20	40	5	12.5%	Engineering-E20	49	6	12.2%
Office of the President				Agriculture and Natural Resources			
Communication-D10	62	11	17.7%	Laboratory and Allied Services - I20	30	9	30.0%
Clerical/Admin, Special/Mail S-B15	169	25	14.8%	Sciences-I25	56	8	14.3%
Executive Program-M05	48	6	12.5%	Admin, Budget/Pers Analysis-F20	70	8	11.4%
Managers-M10	268	28	10.4%	Communication-D10	251	27	10.8%
Computer Programming and Analysis-F15	222	22	9.9%	Clerical/Admin, Special/Mail S-B15	79	8	10.1%

Note: Includes only occupational subgroups with at least 25 incumbents and a turnover rate greater than the systemwide FY 2012-13 average of 8.7 % (except for UC Merced).

WORKFORCE PROFILE 7: GENDER REPRESENTATION

WP 7.1: CAREER STAFF – Staff Workforce by Personnel Program and Gender October 2013 Career Staff Headcount = 87,879



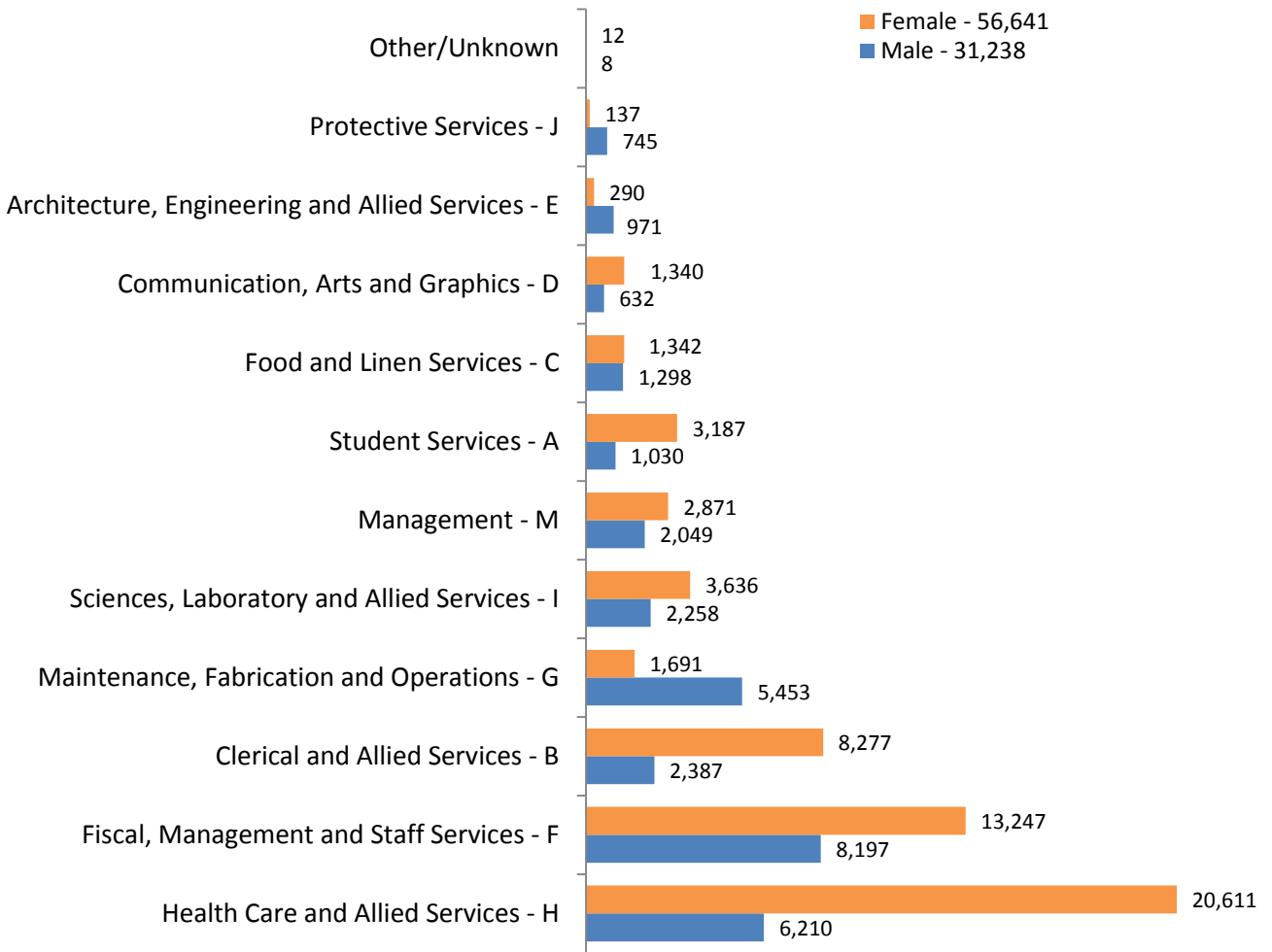
As in KF 5.2 the majority of the career staff workforce is female (64%). This is primarily due to the large representation of women in the PSS personnel program (51,234). In the MSP personnel program, the genders balance is closer to parity (53% female: 47% male), and in the SMG program, there are more men than women: 38% female vs. 62% male.

As mentioned previously, a look back at systemwide gender statistics for 2003 in WP 7.2 shows a percentage distribution similar to 2013 for the PSS and MSP personnel programs. In the SMG personnel program, there has been a notable increase in the proportion of women: from 27% in 2003 to 38% in 2013. The hiring of more female senior managers, combined with the transfer of Academic Deans and Vice Provosts from SMG to the Academic personnel program both contributed to this result.

WP 7.2: CAREER STAFF by Personnel Program and Gender October 2003 and 2013

		2003 (Total 76,715)		2013 (Total 87,879)	
		Headcount	% of Total	Headcount	% of Total
All Career Staff	Female	49,761	65%	56,641	64%
	Male	26,954	35%	31,238	36%
PSS Represented	Female	30,953	67%	32,918	67%
	Male	15,482	33%	16,389	33%
PSS Policy	Female	16,058	65%	19,094	64%
	Male	8,767	35%	10,728	36%
MSP	Female	2,664	52%	4,563	53%
	Male	2,476	48%	4,014	47%
SMG	Female	86	27%	66	38%
	Male	229	73%	107	62%

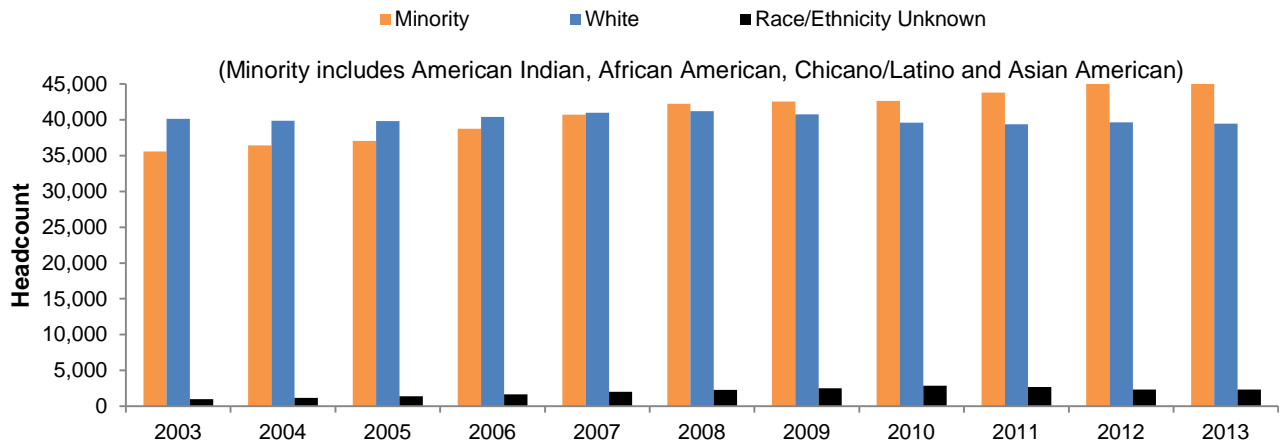
WP 7.3: CAREER STAFF – Staff Workforce by Occupational Group and Gender
 October 2013
 Career Staff Headcount = 87,879



At 64%, women make up the majority of the staff workforce. In most occupational groups, the number of female employees exceeds the number of male employees. Exceptions are found in protective services, architecture & engineering and maintenance operations, in which male employees substantially exceeded the number of female workers.

WORKFORCE PROFILE 8: ETHNIC DIVERSITY REPRESENTATION

WP 8.1: CAREER STAFF – Staff Workforce by Ethnic Diversity Representation October 2003-2013, All Personnel Programs

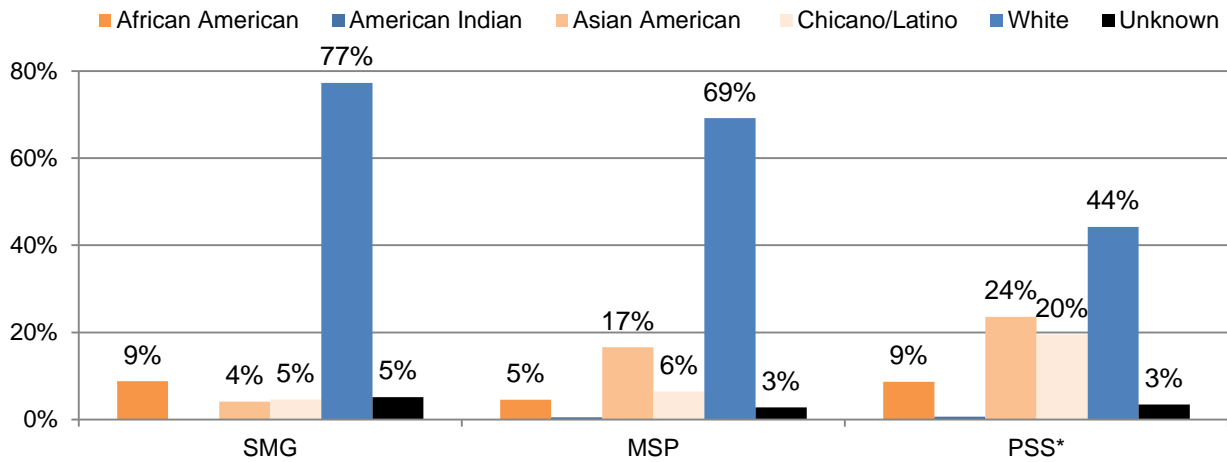


Total Career Staff	76,715	77,442	78,257	80,767	83,681	85,705	85,775	85,094	85,832	87,054	87,879
% Minority	46.4%	47.0%	47.3%	47.9%	48.6%	49.3%	49.6%	50.1%	51.0%	51.8%	52.5%
% White	52.3%	51.5%	50.9%	50.0%	49.0%	48.0%	47.5%	46.5%	45.8%	45.5%	44.9%
% Unknown	1.3%	1.5%	1.8%	2.1%	2.4%	2.7%	2.9%	3.4%	3.2%	2.7%	2.6%

As stated in key finding 5, the University has made a concerted effort to increase employee diversity. In 2003 the number of white staff in the career workforce exceeded the number of minority staff by almost 6 percentage points, but by 2008 minorities had become the plurality. By 2010, minorities reached 50% of the career workforce. The University is on the path of fulfilling the goal of building a workforce that reflects the diversity of the people of California, as embodied in the University of California Diversity Statement:

policy.ucop.edu/doc/4000375/Diversity.

WP 8.2: CAREER STAFF – Composition of Staff by Race/Ethnicity and Personnel Program
 October 2013
 Career Staff Headcount = 87,879

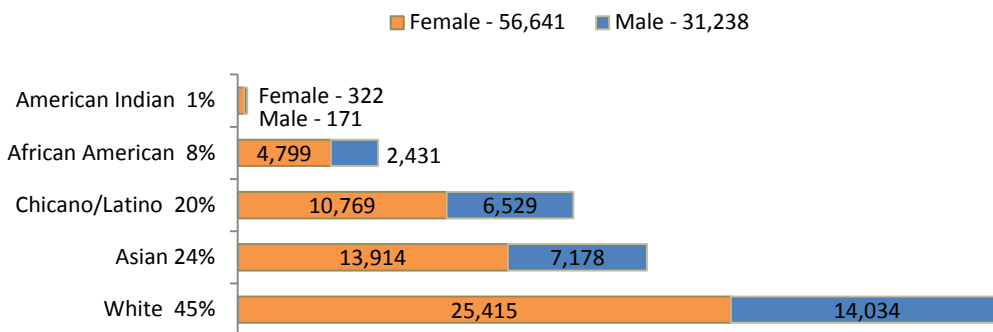


	African American	American Indian	Asian	Chicano/Latino	White	Unknown	Total
SMG	17	0	10	6	134	6	173
MSP	432	44	1,646	615	5,622	218	8,577
PSS*	6,781	449	19,436	16,677	33,693	2,093	79,129
Total	7,230	493	21,092	17,298	39,449	2,317	87,879

Note: Includes both Policy-covered and Represented PSS staff

WP 8.2 shows the PSS personnel program is more racially/ethnically diverse than in the MSP or SMG programs.

WP 8.3: CAREER STAFF – Composition of Staff by Race/Ethnicity* and Gender
 October 2013, All Personnel Programs
 Career Staff Headcount = 87,879

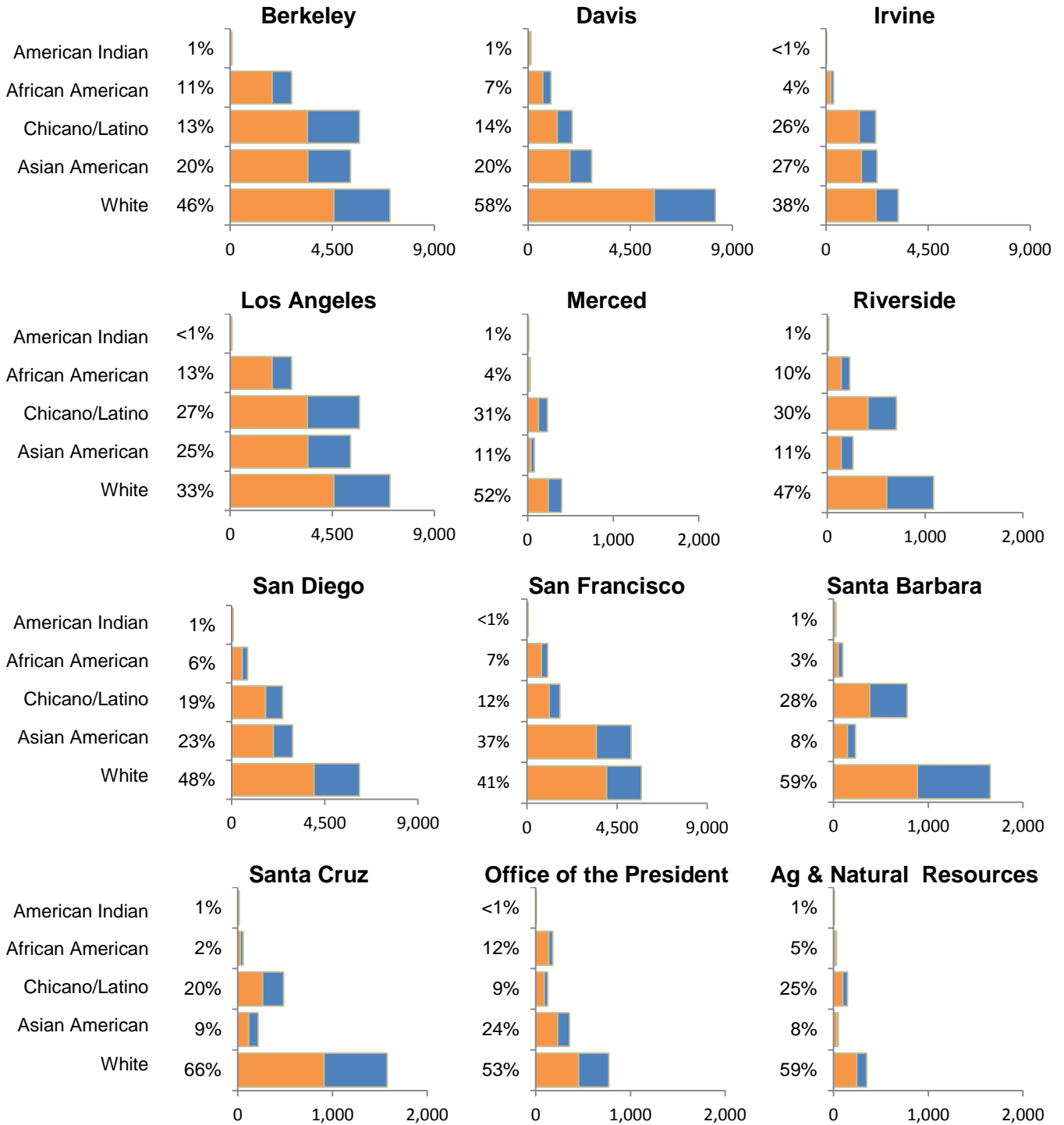


Note: *Staff with Unknown Race/Ethnicity (approximately 3% of Career staff) are not included in WP 8.3.

In each ethnic category, women comprise a majority of the workforce, outnumbering men by nearly 2:1.

WP 8.4: CAREER STAFF – Composition of Staff Workforce by Race/Ethnicity* and Gender by Location
 October 2013, All Personnel Programs

Female – 56,641 Male – 31,238

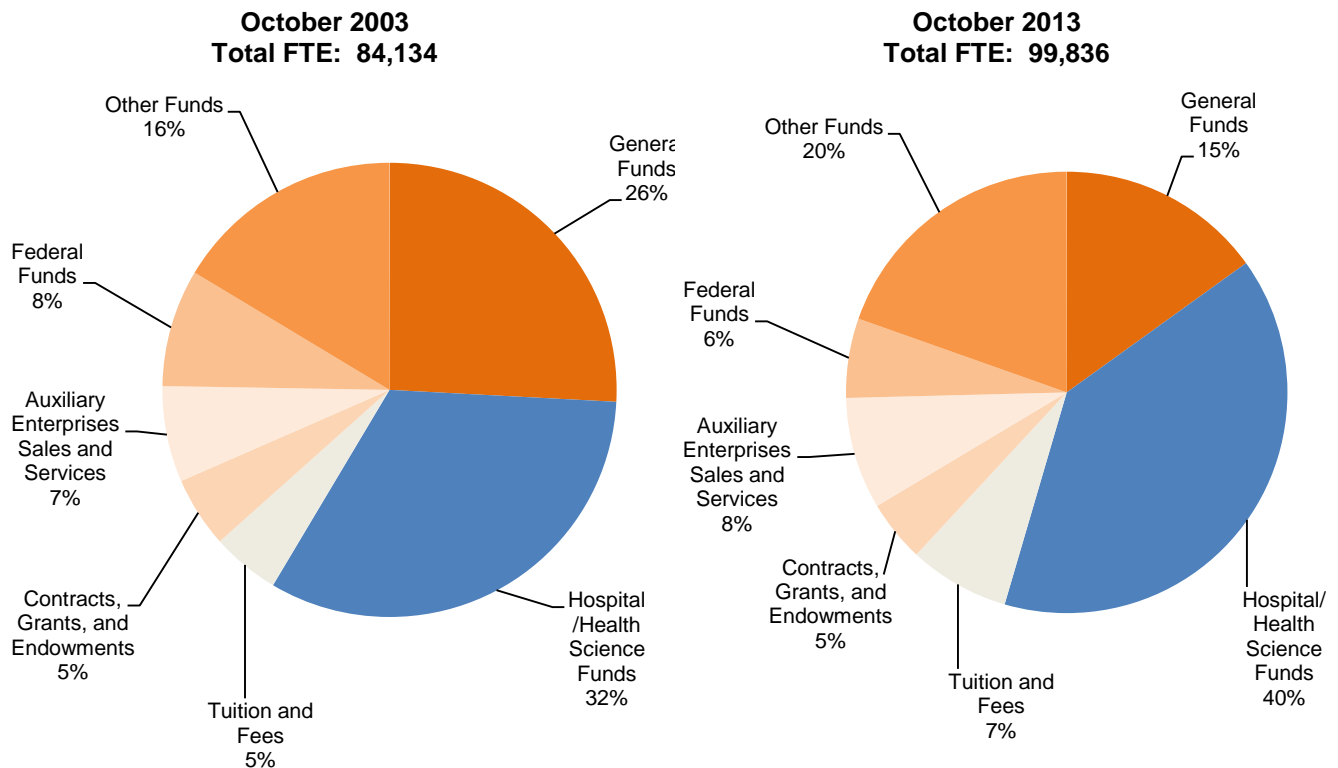


Note: *Staff with Unknown Race/Ethnicity (approximately 3% of Career staff) are not included in WP 8.4.
 Note: Scales differ among charts.

WORKFORCE PROFILE 9: FUNDING SOURCES

WP 9.1: Percentage of Staff FTE by Fund Source (Base Pay only)

All Appointment Types, Including Students Working in Staff Titles



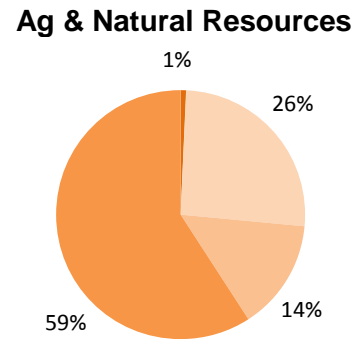
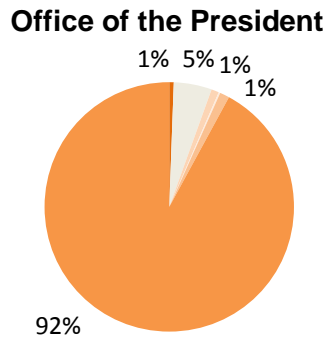
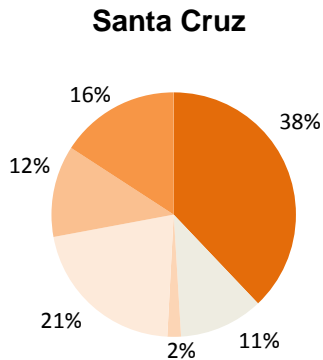
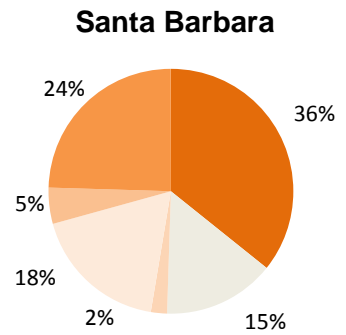
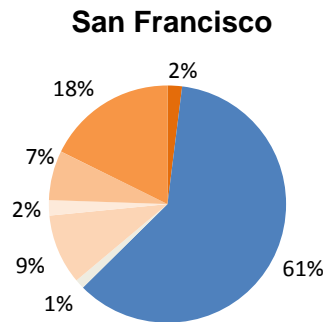
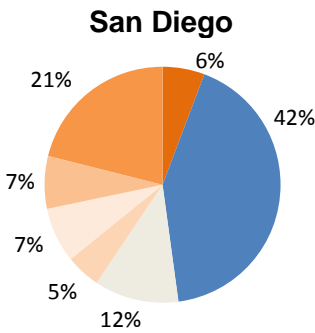
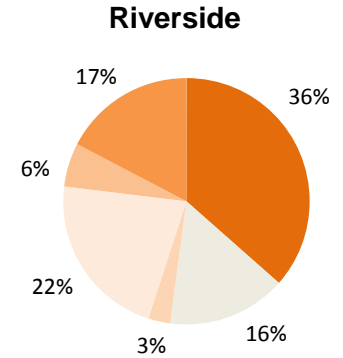
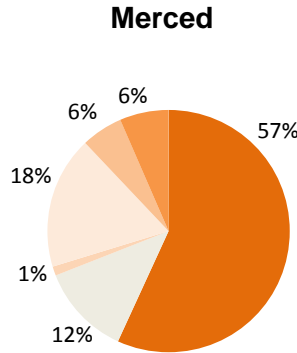
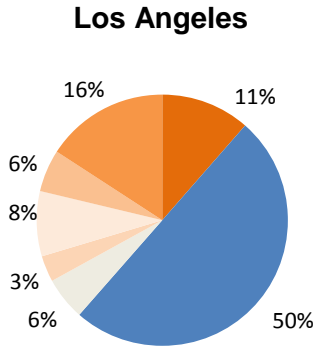
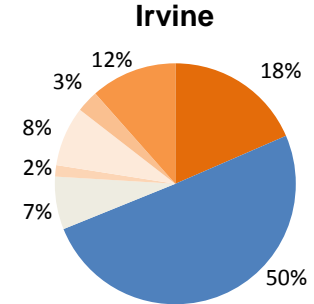
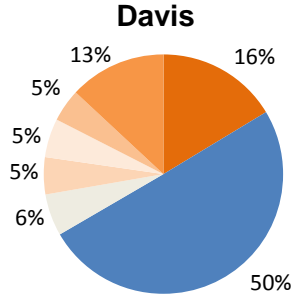
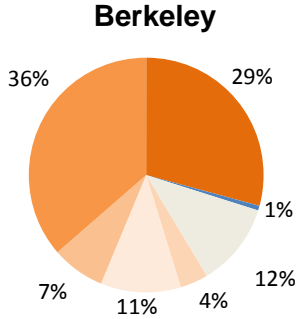
In keeping with the trend of the past decade, Hospital/Health Science Funds continue to form the largest proportion of staff FTE systemwide and continues to grow in comparison to other sources (40% in 2013, up from 32% in 2003). General Funds, which are made up primarily of funds from the State of California, make up a shrinking portion of the total: 15% in 2013, down from 26% in 2003. The portion of FTE paid from Federal Funds, primarily research contracts and grants, has dropped slightly, from 8% to 6%, while the portion from other Contracts and Grants sources has remained stable over the past decade. Tuition and Fees funds about 2 percent more FTE in 2013 than in 2003 and Auxiliary Enterprises increased by 1 percentage point during that same period.

The funding detail by location, WP 8.2, shows that locations with medical centers derive most funding for staff FTE from Hospital/Health Science Funds. Campuses without medical centers rely more on General Funds, Tuition and Fees, and Auxiliary Enterprises for funding.

Note: The source "Other Funds" includes a wide array of funds not otherwise identified, such as the assessment on campus fund sources that funds the UCOP budget.

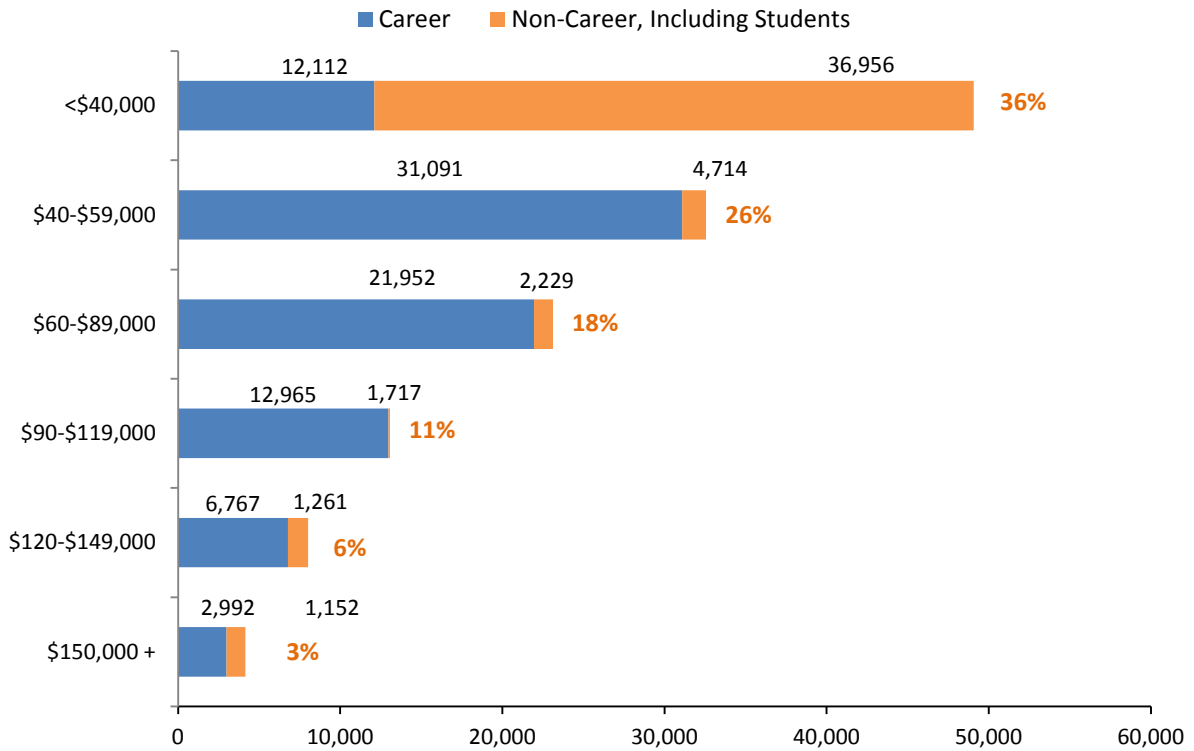
WP 9.2: Percentage of Staff FTE by Fund Source, by Location
 October 2013, All Appointment Types, Including Students Working in Staff Titles

- General Funds
- Hospital/Health Science Funds
- Tuition and Fees
- Contracts, Grants & Endowments
- Auxiliary Enterprises Sales & Services
- Federal Funds
- Other Funds



WORKFORCE PROFILE 10: AVERAGE SALARIES

WP 10.1: Staff Workforce Distribution of Annualized Salary Rates
 October 2013, All Appointment Types, Including Students Working in Staff Titles
Headcount = 135,908

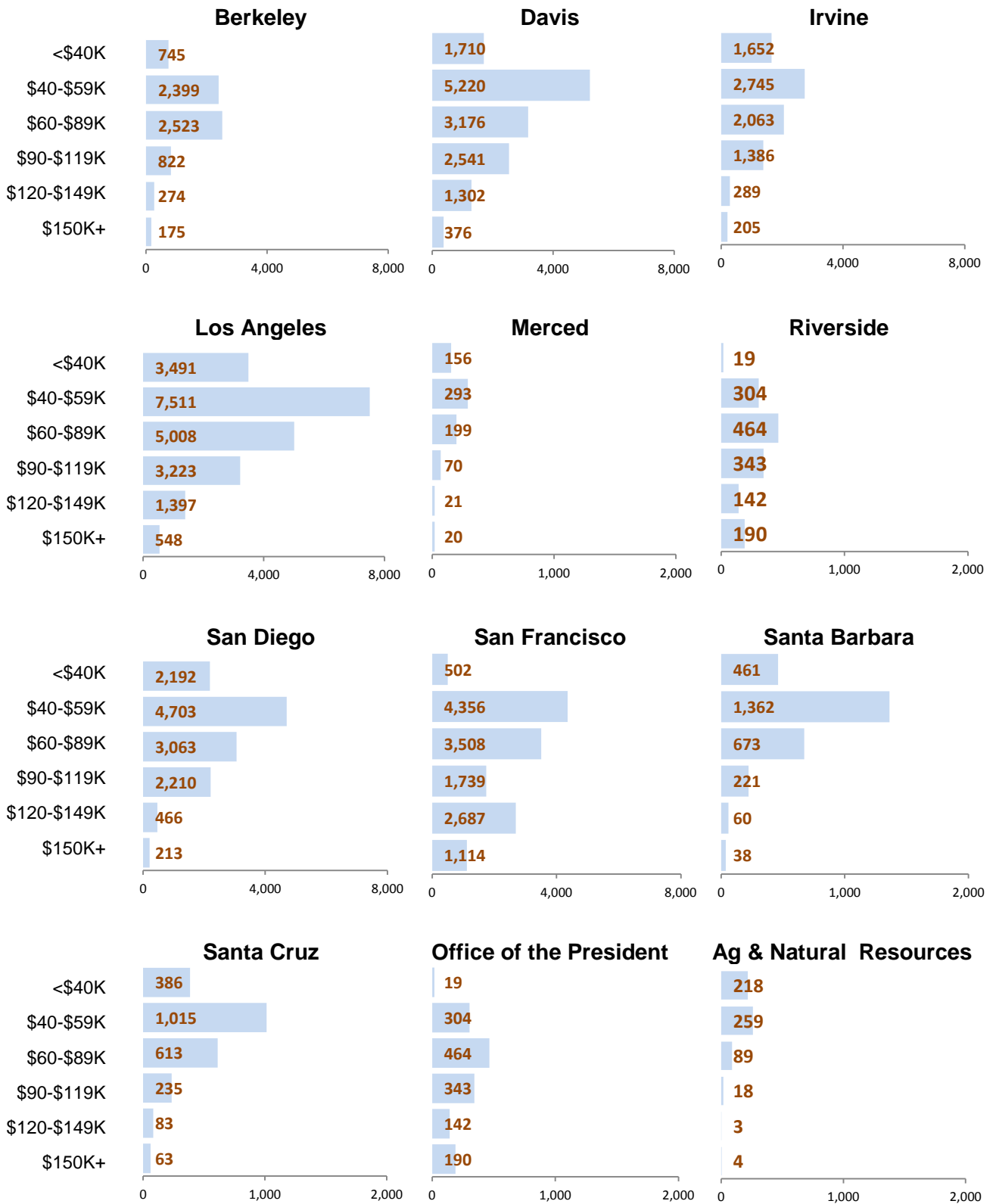


Notes: Includes base salary only. Does not reflect reductions due to staff participation in the voluntary ERIT (Employee Reduction in Time) program.

Most UC staff employees with an annualized salary rate of less than \$40,000 are Non-Career staff, especially students working in staff titles.

The largest percentage of Career staff falls within the salary range of \$40,000 to \$59,000, and the average annual salary for all Career staff in 2013 was \$72,387. About half of Career staff have an annualized salary rate of \$60,000 and over. The location charts, which follow, show that the distribution of average Career staff salaries varies by location.

WP 10.2: CAREER STAFF – Staff Workforce Distribution of Annualized Salary Rates
 October 2013



Note: Scales differ among charts.

WORKFORCE PROFILE 11: POLICY-COVERED AND UNION REPRESENTED

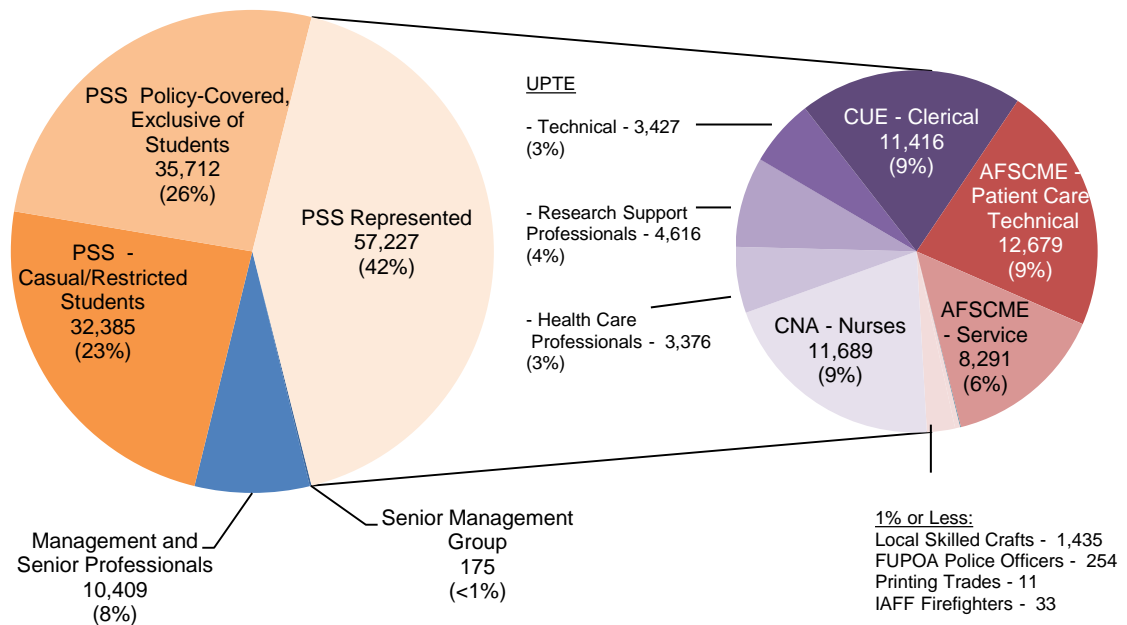
WP 11.1: Policy-Covered and Union-Represented Staff Workforce

October 2013, Headcount and Percentage, All Appointment Types, Including Students Working in Staff Titles, All Personnel Programs

Headcount = 135,908

Policy-Covered Staff - 78,681 (58% of total staff)

Represented Staff - 57,227 (42% of total staff)



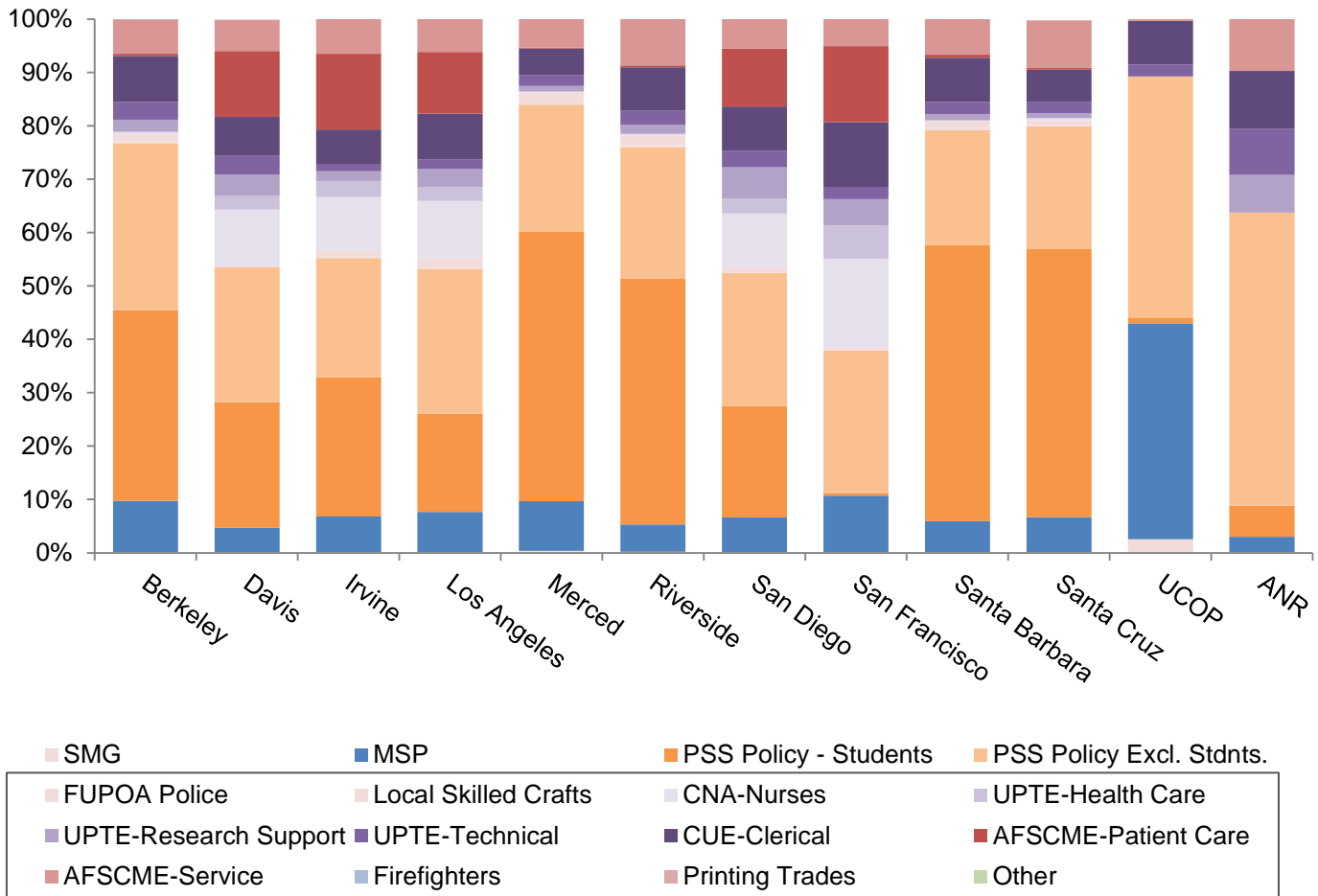
Note: Due to rounding, percentages may not total 100%.

The majority of staff (58%) at UC is covered by UC Personnel Policies. The largest group is the PSS Policy-Covered, of which more than 32,000 are students working in staff titles.

Of the 42% of staff represented by collective bargaining units, 97% are covered by one of four unions:

1. American Federation of State, County and Municipal Employees (AFSCME), which represents 20,940 staff (36.6% of all represented staff) in Patient Care (such as Vocational Nurses and Hospital Assistants) and Service (e.g., Custodians) units.
2. Coalition of University Employees (CUE), which represents 11,416 staff in clerical/administrative positions (19.9% of all represented staff).
3. University Professional and Technical Employees (UPTE), which represents 11,419 staff, or 20% of all represented staff, in three units: Technical (e.g., Lab Assistants), Research Support, and Health Care Professionals (such as Clinical Social Workers).
4. California Nurses Association (CNA), which represents 11,689 Registered Nurses (20.4% of all represented staff).

WP 11.2: Policy-Covered and Union-Represented Staff Workforce by Location
 October 2013, All Appointment Types, Including Students Working in Staff Titles, All Personnel Programs



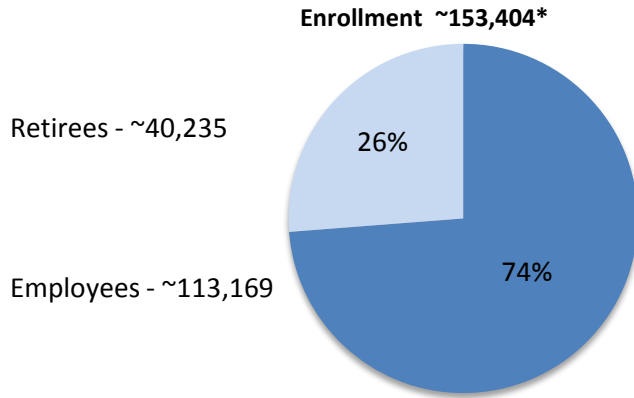
WP 11.2 shows that each location has a different mix of employee groups determined by the programmatic functions and business operations at their location.

PART III: BENEFITS

BENEFITS 1: MEDICAL

B 1.1: Medical Plan Coverage

Headcount of Staff, Academic Appointees, LBNL Personnel, and Retirees



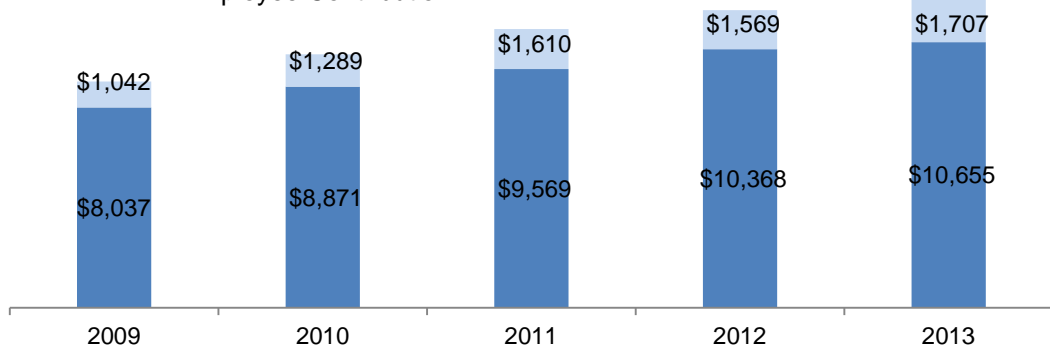
Note: *Primary subscribers (employees and retirees) only — data does not include family members. Headcounts are rounded.

The number of employees and retirees enrolled in a UC medical plan is approximately 1.6 percent higher than 2012 enrollments.

B 1.2: Medical Plan Coverage Per Capita Costs

Staff and Academic Appointees[†]

■ University Contribution - includes all fund sources
 ■ Employee Contribution



	2009	2010	2011	2012	2013
Average annual total cost per employee	\$9,079	\$10,160	\$11,179	\$11,937	\$12,362
Average Share Paid by Employee	11%	13%	14%	13%	14%

Note: †Excludes LBNL personnel and retirees.

The average cost of providing medical plan coverage continues to increase. Since 2009, the average total medical plan coverage cost has increased by 36%. During this time the University's contribution, on average, has varied between 86-89% of the total premium cost. In 2013, on average, the employee's share of the coverage cost increased by 9% from 2012.

B 1.3:

Other University-Paid Health Plan Enrollments

Staff, Academic Appointees, LBNL Personnel, and Retirees - not including employee family members



Enrollments in the dental plans have increased by approximately 2% from 2012. Other plan enrollments increased by less than or only slightly more than 1%.

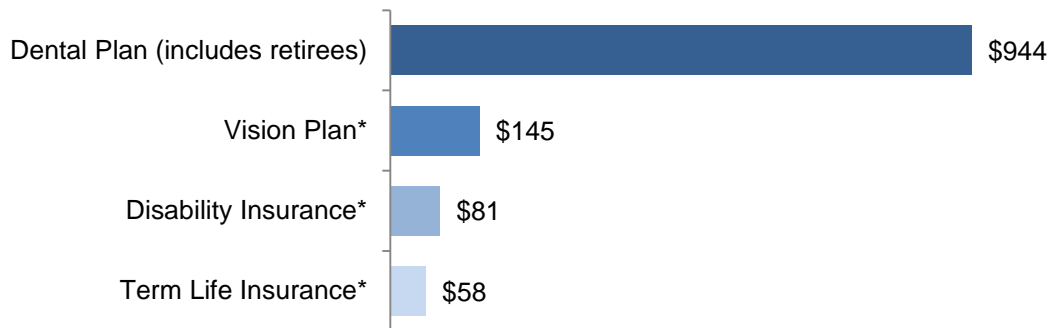
B 1.4:

Average Annual UC Contribution for Health and Welfare Benefits (excluding Medical)

Staff, Academic Appointees, LBNL Personnel and Retirees

2013 Total University Contribution: \$1,228

Employee/Retiree Contribution: \$0*

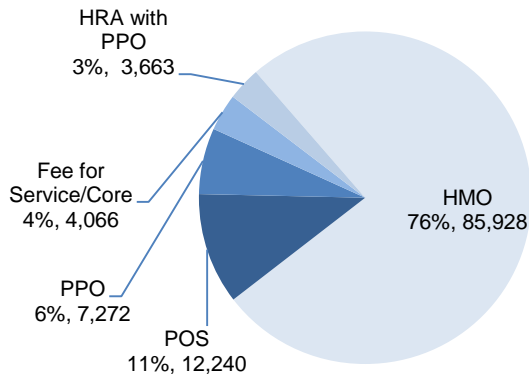


*Note: *UC-paid vision, disability, and term life insurance are not continued into retirement. Retirees may continue vision coverage but must pay full cost.*

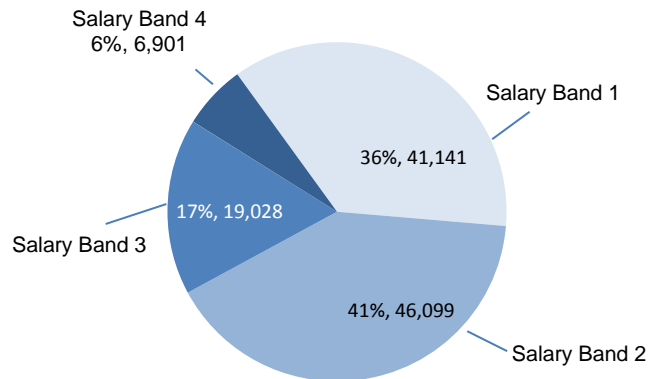
The University's annual average contribution for non-medical benefits remained the same as the previous year.

B 1.5: Medical Plan Enrollment Statistics – Active Members Only

By Medical Plan Type*



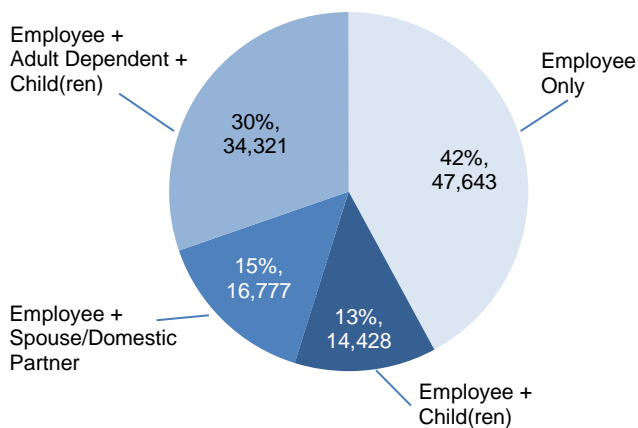
By Salary Band



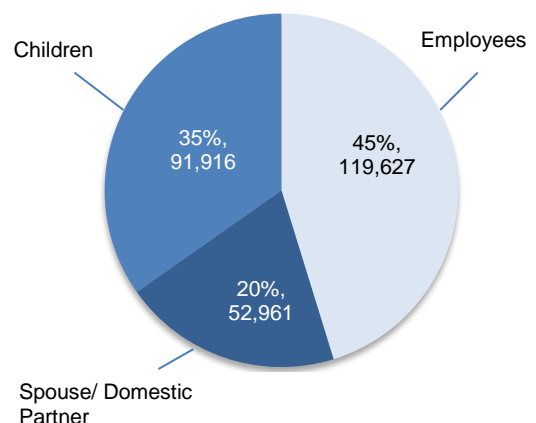
Note: *Refer to Appendix B, Glossary of Terms for Medical Plan Type definitions.

Salary Band 1: Less than \$50,000
 Salary Band 2: \$50,001 - \$98,000
 Salary Band 3: \$98,001 - \$147,000
 Salary Band 4: More than \$147,000

By Coverage Category



By Dependent Type



Note: Due to rounding, percentages may not total 100%.

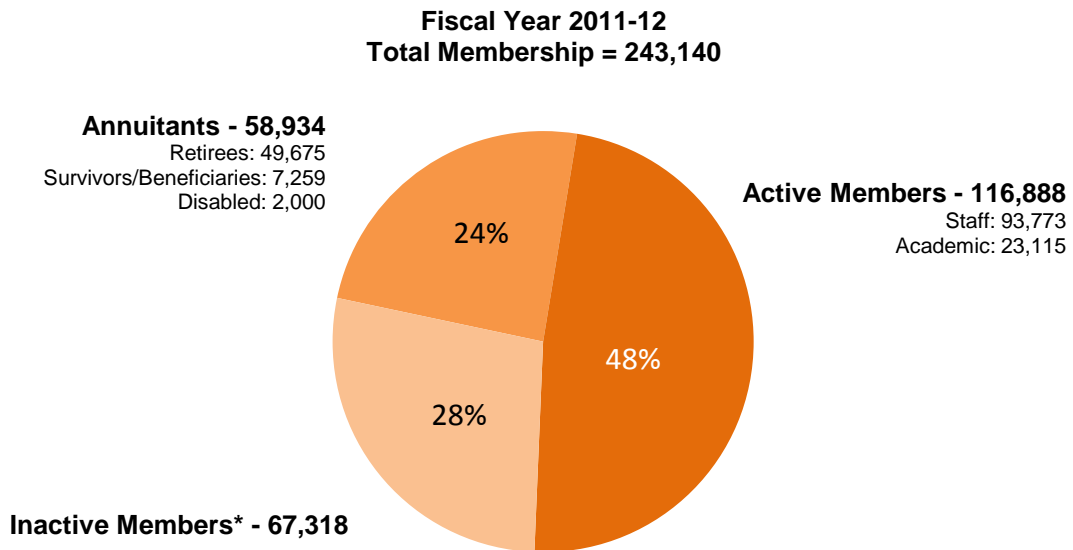
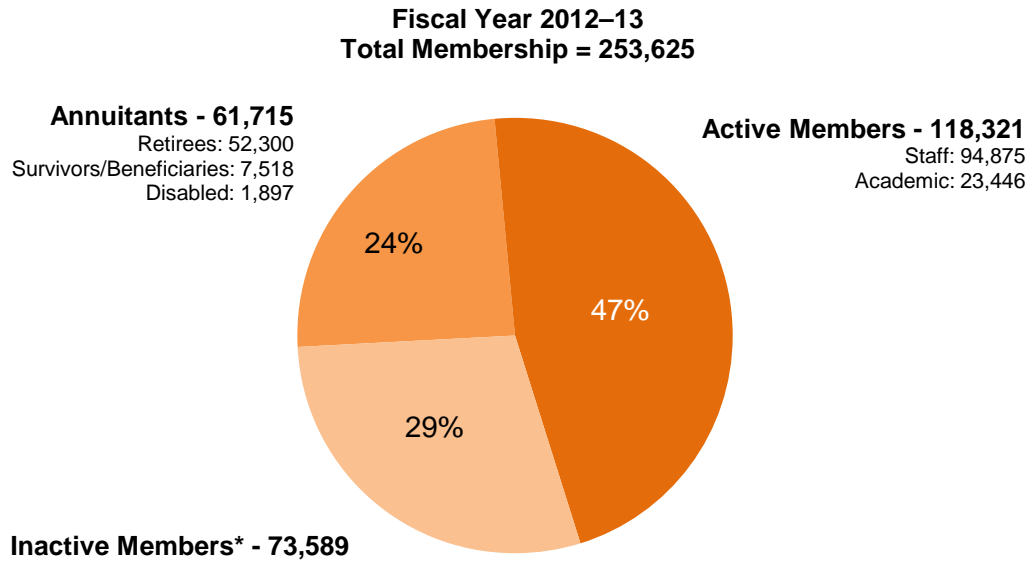
The University's medical program provides coverage for approximately 119,600 employees, 53,000 spouses/domestic partners and 91,900 children. Over the years the University has implemented a number of medical program changes with the goal of offering affordable choices. Twenty years ago the University offered either Fee-for-Service or Health Maintenance Organization (HMO) plan choices. In 2013, an employee was able to select from five delivery models: Fee-for-Service, HMO, Preferred Provider Organization (PPO), Point-of-Service Plan (POS), and the Health Reimbursement Account with PPO. The majority of employees are enrolled in an HMO plan. The University has actively worked to address the challenges of increased health care costs and continues to provide choice with a focus on affordability and quality of health plans.

In 2003, to help alleviate the impact of rising medical costs on lower-paid employees, the University introduced a salary band structure to determine employee medical premium costs. As noted above, there are four salary bands with most employees in the two lowest bands. The pay band structure is reviewed annually and re-indexed to keep up with changes in the California Consumer Price Index (CPI).

BENEFITS 2: RETIREMENT

B 2.1: University of California Retirement Plan (UCRP) Membership

Fiscal Years: 2011-12 and 2012-13, Staff, Academic Appointees, LBNL Personnel, and Annuitants



*Note: *Includes terminated non-vested members who are due a refund of member contributions or CAP balance payment including Lawrence Livermore National Laboratory and Los Alamos National Laboratory.*

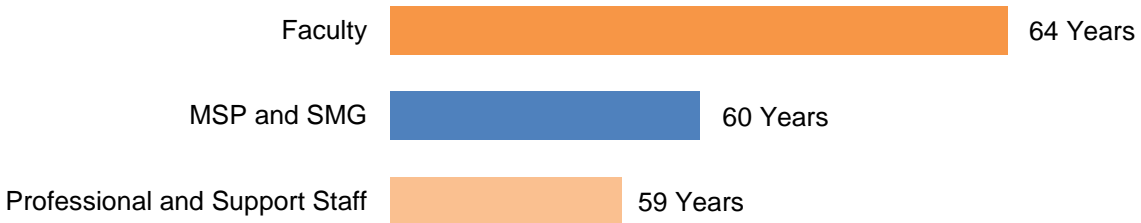
Membership in UCRP increased by 4.3%, from 243,140 in 2011-12 to 253,625 in 2012-13.

B 2.2:

UCRP Membership

Fiscal Year 2012-13, Staff, Academic Appointees and LBNL Personnel

Average Retirement Age



Average Years of Service Credit at Retirement

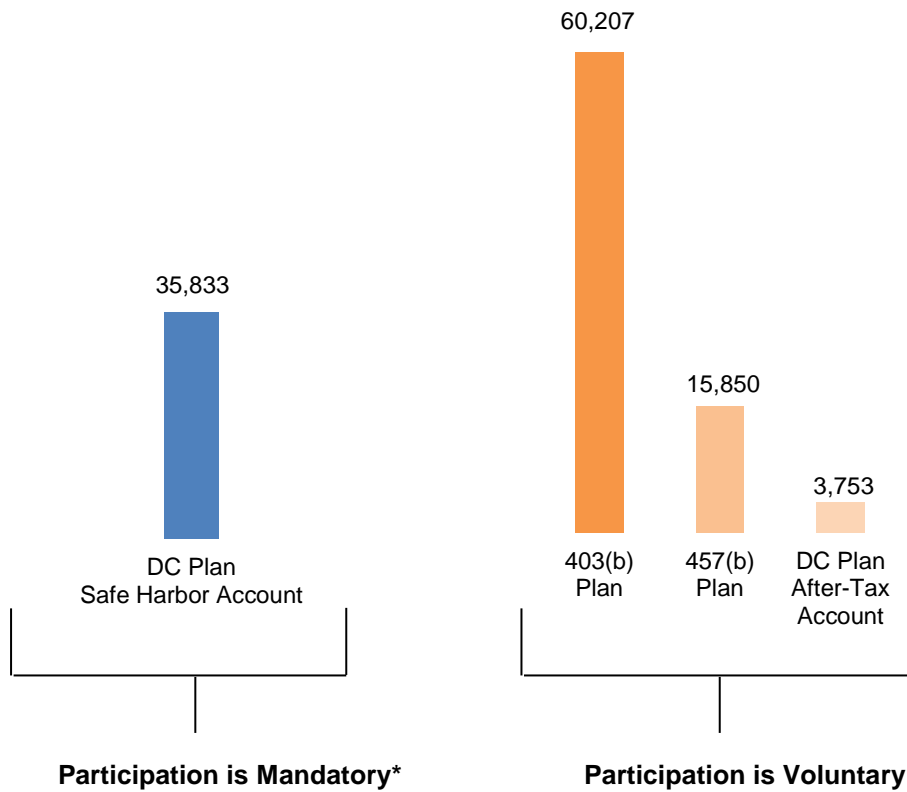


Twenty years ago, staff employees retired at an average age of 62, with an average of 14 years of UCRP service credit. As the charts above show, as of FY 2012-13 staff now retire from UC with more years of UCRP service credit but at an earlier age, which is unchanged from FY 2011-12. Most employees hired prior to July 1, 2013 who are aged 50 with five years of UCRP service credit are eligible to retire from UC. New employees hired, or rehired, on or after July 1, 2013 are eligible to retire at age 55 with five years of UCRP service credit.

B 2.3: Participation in UC Tax-Deferred 403(b), 457(b) and Defined Contribution Plans (DC Plan)

Fiscal Year 2012-13, Staff, Academic Appointees, LBNL Personnel, and Annuitants

(Headcount – Includes active participants)



*Note: *Participation is mandatory for any employee not eligible for membership in UCRP.
 Note: Data shown above excludes Lawrence Livermore National Laboratory and Los Alamos National Laboratory employees.
 Note: Participation counts are duplicated, as employees may participate in one or more savings plan.*

Participation in the University’s voluntary savings plans has been on a growth trajectory. In 1990, fewer than 27,000 employees, including Los Alamos and Livermore National Laboratory personnel, made voluntary contributions to one of UC’s two Defined Contribution (DC) plans.

Note: the 457(b) plan was first introduced in 2004). By Fiscal Year 2012-13, participation grew to almost 80,000 – nearly tripling the number of active participants in 22 years.

APPENDICES

APPENDIX A: OUTLINE OF OCCUPATIONAL GROUPS AND REPRESENTATIVE TITLES

A Student Services

Recreation Program Instructor
Resident Advisor
Counselor
Student Affairs Officer

B Clerical and Allied Services

Administrative Assistant Series
Library Assistant
Senior Clerk/Secretary
Key Entry Operator
Storekeeper
Senior Word Processing Specialist
Senior Mail Processor

C Food and Linen Services

Food Service Manager
Cook
Dietitian
Food Service Worker
Linen Service Worker

D Communications, Arts and Graphics

Editor
Program Representative
Senior Illustrator
Writer

E Architecture and Engineering

Architect
Drafting Technician
Engineering Aide
Environmental Health and Safety Specialist

F Fiscal, Management and Staff Services

Computer Operator
Programmer/Analyst
Computer Resource Specialist
Management Services Officer
Senior Budget Analyst
Accountant
Senior Administrative Analyst

G Maintenance, Fabrication and Operations

Groundskeeper
Physical Plant Mechanic
Carpenter
Electrician
Building Maintenance Worker
Auto Equipment Operator
Reprographics Technician

H Health Care and Allied Services

Senior Vocational Nurse
Clinical Laboratory Technician
Clinical Nurse
Senior Admitting Worker
Senior Hospital Assistant
Staff Pharmacist

I Sciences, Laboratory and Allied Services

Animal Technician
Assistant Veterinarian, Lab Medicine
Laboratory Assistant I
Staff Research Associate II

J Protective Services

Police Officer
Senior Parking Representative
Fire Specialist
Security Guard

M Management

Assistant Vice Chancellor
Director
Chief of Police

APPENDIX B: GLOSSARY OF TERMS

Annualized Salary Rate: This is calculated by dividing total regular pay for the month of October by the full-time equivalent (FTE) and multiplying by 12.

Appointment Type:

Career: A position of fixed or variable percentage of time at 50% time or more, which continues for one year or longer. Data for employees with partial-year career appointments are included with the data on career appointments.

Limited: A position with any established percentage of time, fixed or variable, during which the appointee is expected to be on pay status for less than 1,000 hours in a 12-month period.

Casual/Restricted: A position reserved for a regularly enrolled UC student. Also refer to the definition of student employees.

Contract: A position established for a fixed or variable percentage of time for a definite period. This appointment type is used because of special salary requirements or unique occupational terms and conditions of employment, or because an employment contract is customarily used to define the employment relationship in such occupations.

Floater: A position reserved for temporary employment pools and may be established at any percent of full-time for up to two years duration.

Per Diem: A position that adds to or substitutes for career and limited appointments on a pre-scheduled basis or as needed on a day-to-day basis as determined by UC.

Bargaining Unit: A group of employees recognized or certified to be represented by a union for the purpose of collective bargaining.

Class Title Outline (Occupational Groups): UC's staff titles are categorized into eleven major occupational groupings. Representative titles for each occupational grouping appear in the Workforce Profile Appendix A.

Fiscal Year: July 1 through June 30.

Full-time Equivalent (FTE): FTE reflects the amount of service, either full-time or part-time, for an employee during a month.

Fund Source: UC receives funding from a number of different sources. For purposes of recording the fund source of payroll expenditures, the funds have been grouped into seven major sources: General Funds, which consists primarily of the University's main appropriation from the State of California; Hospital/Health Science Funds; Auxiliary Enterprises Sales and Services; Contracts, Grants, and Endowments; Tuition and Fees; Federal Funds; and Other.

Headcount: The number of individual appointees in a title regardless of the percentage of time served in that title. The reports in the Workforce Profile are based on unduplicated headcount data, meaning an employee is counted only once regardless of the number of positions held. The position in which the employee works the greatest percentage of time is the one counted. For example, an employee holding a career position of 80% and a casual position of 20% is counted under one career appointment category.

Length of Service: The period of time elapsed since the most recent date of hire. If an employee has a break in service, only the period after the break will be reported in this Profile. The length of service data in this report are not the same as service credit calculated for retirement purposes.

Medical Center Employees: Five campuses of the University of California operate medical centers in conjunction with their health sciences schools: UC Davis, UC Irvine, UCLA, UC San Diego and UC San Francisco.

Medical Plan Type:

Fee-for-Service: A traditional health benefits plan that pays benefits directly to physicians, hospitals, or other health care providers or that reimburses the patient for covered medical services. Payment is based on actual services provided. Plan members generally share the cost of services with the plan or insurance company after paying an annual deductible.

Health Maintenance Organization (HMO): Medical services are prepaid, there is no annual deductible, and a set premium covers all services. Copayments are required for some procedures and services.

Health Reimbursement Account with Preferred Provider Organization (HRA with PPO): Employer-funded account that reimburses employees up to specified contribution limits for eligible medical expenses until the balance is exhausted. Once the HRA is exhausted and the deductible is met, the plan works like a PPO—the cost of services is shared between the plan and the member. Plan members may see any doctor or specialist; however, the cost is less for services obtained from a provider in the plan network. Unused HRA balances at the end of the plan year can be rolled over and accumulate in the member’s account for the following plan year.

Point-of-Service Plan (POS): A multi-tiered health plan that allows members to receive services from a participating network or non-participating provider, usually with a financial disincentive for going outside the network. Plan members pay for services based on the tier of coverage they select.

Preferred Provider Organization (PPO): A group of hospitals and physicians that contract on a fee-for-service basis with employers, insurance companies or other third party administrators to provide comprehensive medical services. Providers exchange discounted services for increased volume and prompt payment. Participants’ out-of-pocket costs are usually lower than under a fee-for-service plan.

Policy-covered Employees (also referred to as Non-exclusively Represented Employees): Employees for whom no exclusive representative has been elected. These employees are subject to terms and conditions specified in Staff HR policies and not collective bargaining agreements.

Primary Title: For employees with more than one title code, the primary title is the title credited with the most time worked for the month. Where time worked is equal, but personnel programs differ (in the case of an academic appointment and a staff appointment), or where the staff categories differ, the title in the highest-ordered category is chosen as the primary title:

1. Staff Member – Senior Management (SMG);
2. Academic (excluding student appointments);
3. Staff Member – Management and Senior Professional (MSP);
4. Staff Member – Professional and Support Staff or student appointments (PSS).

Represented Employees (also referred to as Exclusively Represented Employees): Employees for whom a union has been elected to represent them regarding terms and conditions of employment. These terms and conditions are specified in collective bargaining agreements.

Service Credit: UCRP Service Credit is earned whenever a member receives covered compensation for an eligible appointment and is used to determine eligibility for most benefits and to calculate benefit amounts.

Staff: For purposes of this report, non-academic employees (including management) at all locations are included (except LBNL, unless otherwise noted).

Staff Personnel Program: The University consolidated the former four-tiered staff personnel programs into one program on July 1, 1996. Within the program, staff members are categorized into three major groups:

Senior Management, Management and Senior Professionals, and Professional and Support Staff. For purposes of this Profile, the term "Professional and Support Staff" includes employees subject to the personnel policies for staff members as well as those covered by collective bargaining agreements, unless otherwise noted.

Student Employee: A regularly enrolled UC student (undergraduate or graduate student) filling a casual-restricted position reserved specifically for student employees. Employees in these positions only are considered student employees, or "students working in staff titles".

Turnover Rate: The number of employees (voluntarily or involuntarily) separated from UC divided by the number of employees who have been employed during any part of a fiscal year. Employees subject to layoff are included. If an employee is rehired in the month of termination, the termination action is excluded from the turnover calculation.

Union Representation: Employees have union representation if they are exclusively represented by a certified bargaining agent. Specifically excluded from representation are managers, most students, confidential employees, and employees who work out of state.

University of California Retirement Plan (UCRP): A defined benefit plan established and maintained under Section 401(a) of the Internal Revenue Code. Benefits are determined not by contributions to the Plan, but by defined formulas that vary according to the type of benefits.

University of California Tax-Deferred 403(b) Plan: A defined contribution plan described under Section 403(b) of the Internal Revenue Code. Future benefits from the Plan are based on participants' voluntary contributions plus earnings, and vesting is immediate.

University of California Defined Contribution Plan (DC Plan): A defined contribution plan under Section 401(a) of the Internal Revenue Code. Future benefits from the Plan are based on participants' contributions plus earnings and limited employer contributions (summer salary for certain academic appointees), and vesting is immediate.

UCRP Inactive Member: UCRP vested Member who has terminated employment with UC and who is entitled to future benefits.

UCRP Annuitant: Individual who is receiving monthly UCRP retirement, disability, or survivor income.