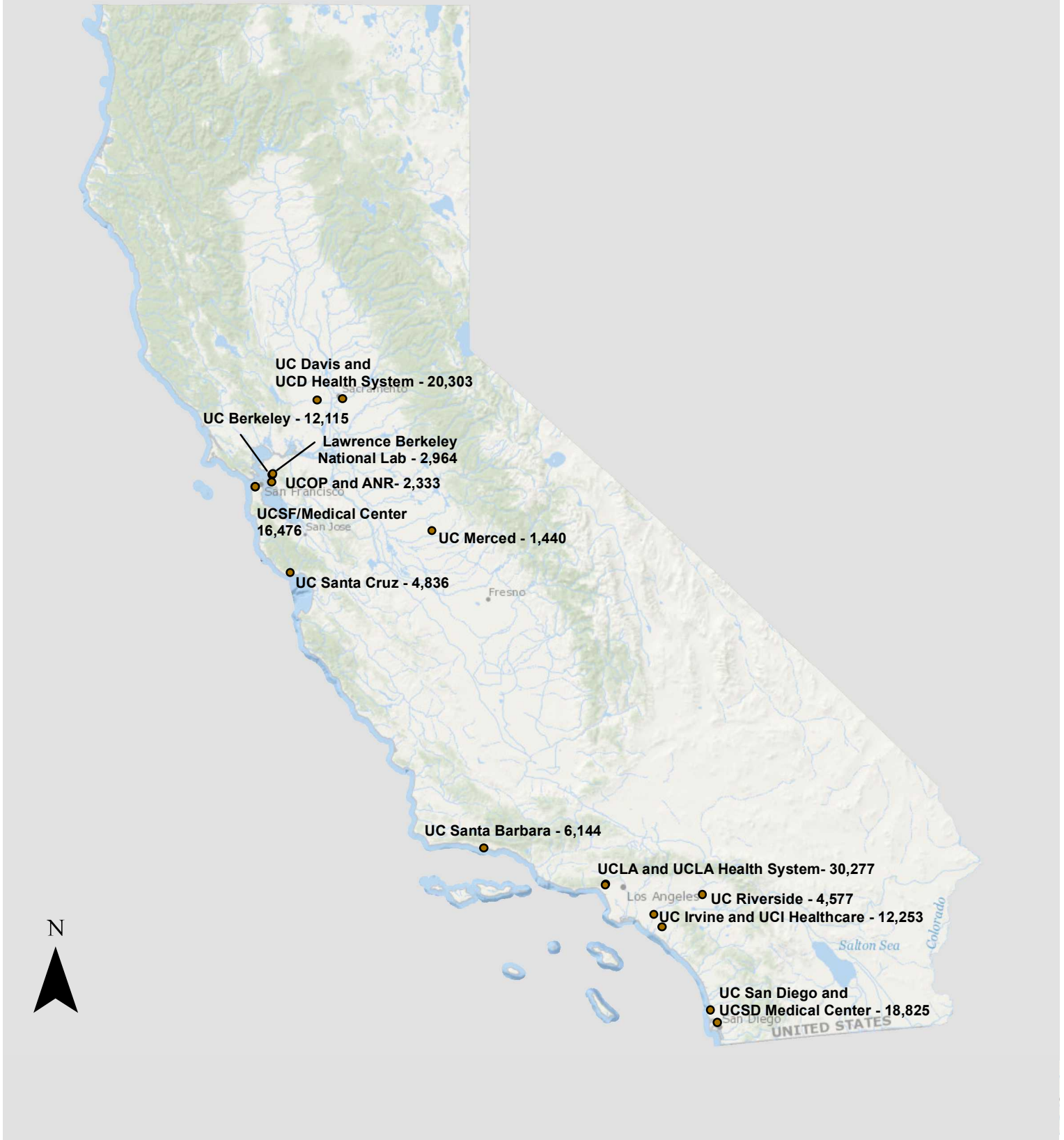


# University of California Staff Workforce Profile 2011



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 2011

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## INTRODUCTION

Working at UC means being part of a unique institution, and a vibrant community of more than one hundred eighty thousand 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, and countless programs up and down the state. We're also one of the largest employers in California. Arguably, no other single institution does as much for so many.

It's 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 2011 edition is a statistical snapshot of UC's staff workforce as of October 2010 with the exception of Retirement Savings Plan information which is as of 6/30/10, as well as some multi-year comparative data. The demographic information presented pertains to all levels of staff at the campuses, UC Office of the President, as well as the UC Division of Agriculture and Natural Resources. Because Lawrence Berkeley National Lab (LBNL) maintains a unique payroll system and defines employee categories differently from other UC locations, their data in most cases is 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 II, the demographic data regarding UC's health and welfare plans and retirement plans include members both in academic and staff titles. As stated in the previous reports, workforce planning and talent management issues continue to be key areas of focus for the University of California.

Several key areas to highlight in the report are the following:

1. There is a consistent and noticeable upward trend in both the number of active UCRP members and annuitants. Data shows that more career employees are being hired as well as more employees are reaching retirement age; *See page 40*. The average retirement age for faculty increased from 63 to 64, while the average retirement ages for staff were unchanged. The average years of service credit at retirement remained steady at 26 years for faculty, 22 years for MSP and SMG, and 20 years for PSS. (page 41) [Retirement Savings Program](#)
2. 403(b) Plan, 457(b) Plan, and DC Plan After-Tax Account – While participation in these voluntary plans increased (page 42), less than 50% of eligible employees participate in any of the three plans. Although this issue is being addressed through an ongoing effort to encourage employees to establish retirement savings goals and to educate them about strategies for achieving their goals, some employees are finding it challenging to save voluntarily for retirement due to the increases in UCRP and health benefit contributions and the absence of regular salary increases.
3. The UC Medical Portfolio was enhanced by adding two new Value Plans. 1) A lower cost system wide HMO with a customized UC Provider Network. 2) A redesigned low-cost Consumer Model Plan available through Anthem Lumenos PPO with HRA. *See pages 38-42*.

The following are links to the profile companion reports:

Previous Staff Accountability Sub-Report: <http://accountability.universityofcalifornia.edu/>

Previous Workforce Reports: [http://atyourservice.ucop.edu/forms\\_pubs/categorical/misc.html](http://atyourservice.ucop.edu/forms_pubs/categorical/misc.html)

We encourage UC Leadership, HR Professionals, and others engaged in planning, developing and implementing to utilize this report as an informative tool when responding to issues in alignment with the data represented in this report.

Workforce data in the Profile were generated from the Corporate Personnel System, developed by the Office of Information Resources and Communications and extracted by UC Institutional Research Office 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.

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Please direct specific questions regarding data calculations or any data element to Gregory Sykes ([gregory.sykes@ucop.edu](mailto:gregory.sykes@ucop.edu)) or Twila Carrillo ([twila.carrillo@ucop.edu](mailto:twila.carrillo@ucop.edu))

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# UNIVERSITY OF CALIFORNIA STAFF WORKFORCE PROFILE 2011

## PART I: STAFF WORKFORCE PROFILE

**Table 1: Statistical Snapshot of Staff Workforce<sup>1</sup>  
October 2011**

### Headcount and FTE (Full-Time Equivalent)

	Headcount <sup>2</sup>	FTE
Professional and Support Staff (PSS).....	119,872.....	87,024
• <i>Students Working in Staff Titles</i> .....	29,560.....	7,425
• <i>PSS Excluding Students</i> .....	90,312.....	79,599
Management and Senior Professionals (MSP).....	9,512.....	8,763
Senior Management Group (SMG).....	195.....	192
➤ Staff Workforce Excluding Lawrence Berkeley National Laboratory (LBNL) <sup>3</sup> .....	129,579.....	95,979
➤ LBNL Staff Workforce <sup>4</sup> .....	2,964.....	2,787
➤ <b>UC Staff Workforce, including LBNL</b> .....	<b>132,543</b> .....	<b>98,766</b>

### Selected Staff Workforce Characteristics (Excluding LBNL)

Minority Representation, Career Staff.....	51%
Gender Representation, Career Staff	
• Female.....	65%
• Male.....	35%
Average Age	
• All Staff Appointment Types <sup>5</sup> .....	38 years old
• Career Staff.....	44 years old
Average Length of Service from Date of Most Recent Hire	
• All Staff Appointment Types <sup>5</sup> .....	6 years
• Career Staff.....	9 years
Percentage of Staff Exclusively Represented by Unions	
• All Staff Appointment Types <sup>5</sup> .....	44%
• Career Staff.....	58%

<sup>1</sup> 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.

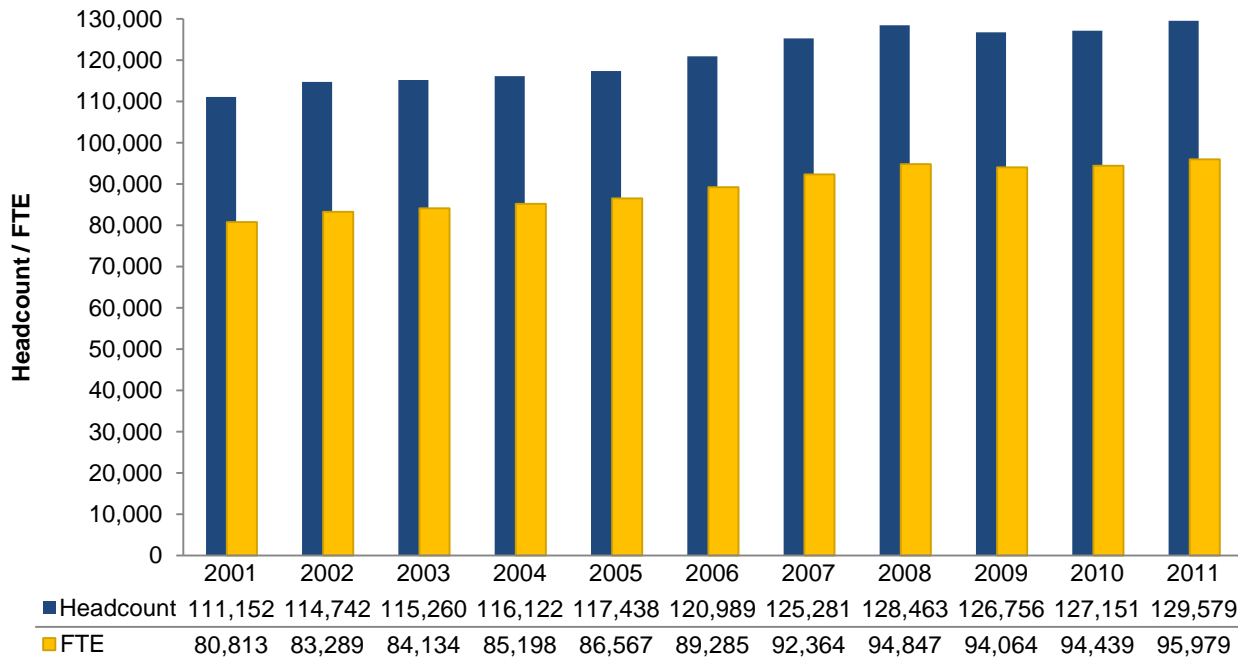
<sup>2</sup> Headcount counts each employee once, by primary appointment. Payroll records showing invalid title codes are excluded.

<sup>3</sup> 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, only headcount and FTE are included in this report, but not demographic data and other details of the composition of LBNL staff.

<sup>4</sup> 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.

<sup>5</sup> "All Staff Appointment Types" includes students working in staff titles.

**Chart 1: Staff Workforce Headcount and Full-Time Equivalents (FTE)<sup>1</sup>**  
 2001 – 2011, October Snapshots  
 All Appointment Types, Including Students Working in Staff Titles



Note: FTE does not reflect reductions due to staff participation in the voluntary START (Staff and Academic Reduction in Time) program (2006-2010) and University-wide Furlough/Salary Reduction program (September 1, 2009 to August 31, 2010).

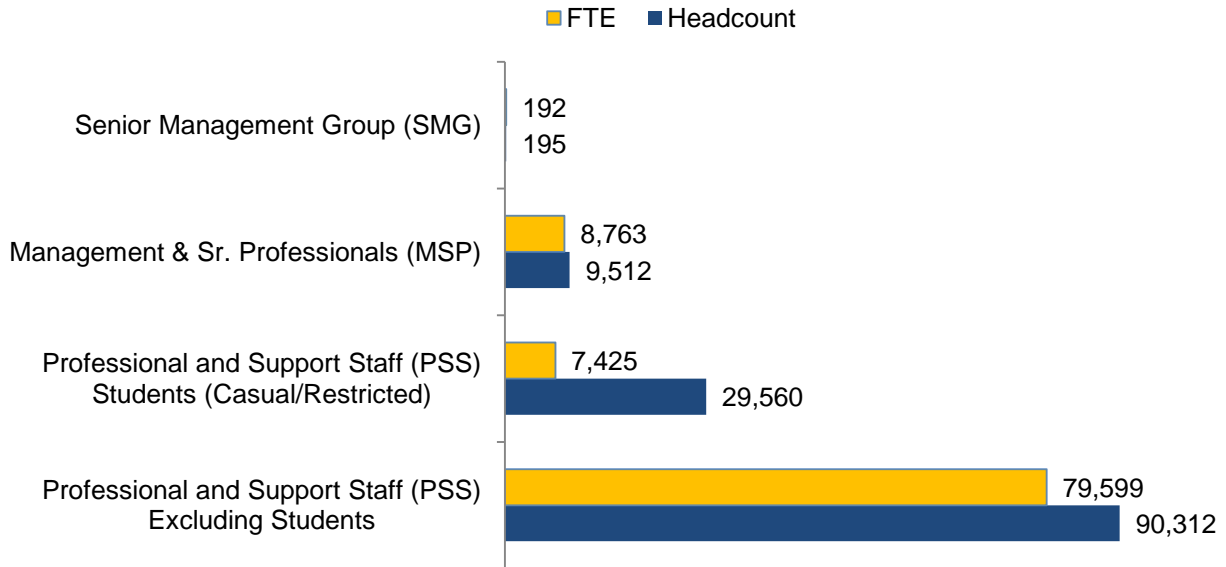
Source for Historical Data: *UC Statistical Summary of Students and Staff*

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 overall headcount and FTE have grown slightly overall since 2009.

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, etc. Overtime hours are not included in the FTE calculation.

<sup>1</sup> Note: Unless otherwise noted, Medical Center staff Headcount and FTE are included with applicable campus and systemwide counts throughout the *Workforce Profile*.

**Chart 2: Staff Workforce Headcount and Full-Time Equivalents (FTE) by Personnel Program**  
 October 2011  
**All Appointment Types, Including Students Working in Staff Titles**  
**Total Headcount = 129,579**  
**Total FTE = 95,980**

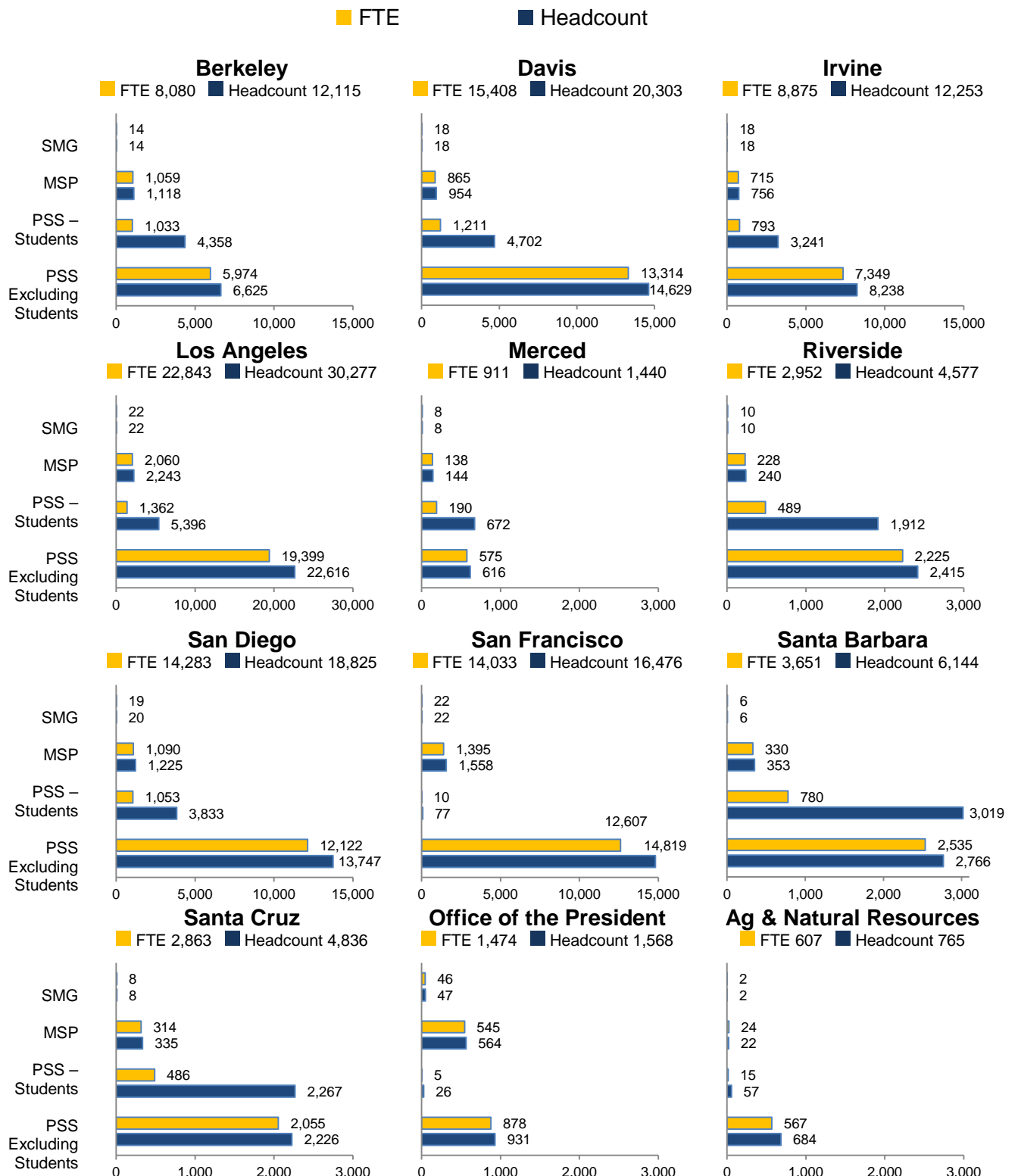


Staff members at the University of California are categorized into three personnel programs: Senior Management Group (SMG), Management and Senior Professionals (MSP), and Professional and Support Staff (PSS). The Senior Management Group consists of the senior leadership of the campuses and the systemwide 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 a large number of students working in casual/restricted appointments – 29,560) as well as staff covered by collective bargaining agreements. Titles in the PSS program include nurses, clerical/administrative staff, research assistants, 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 than in MSP or SMG.

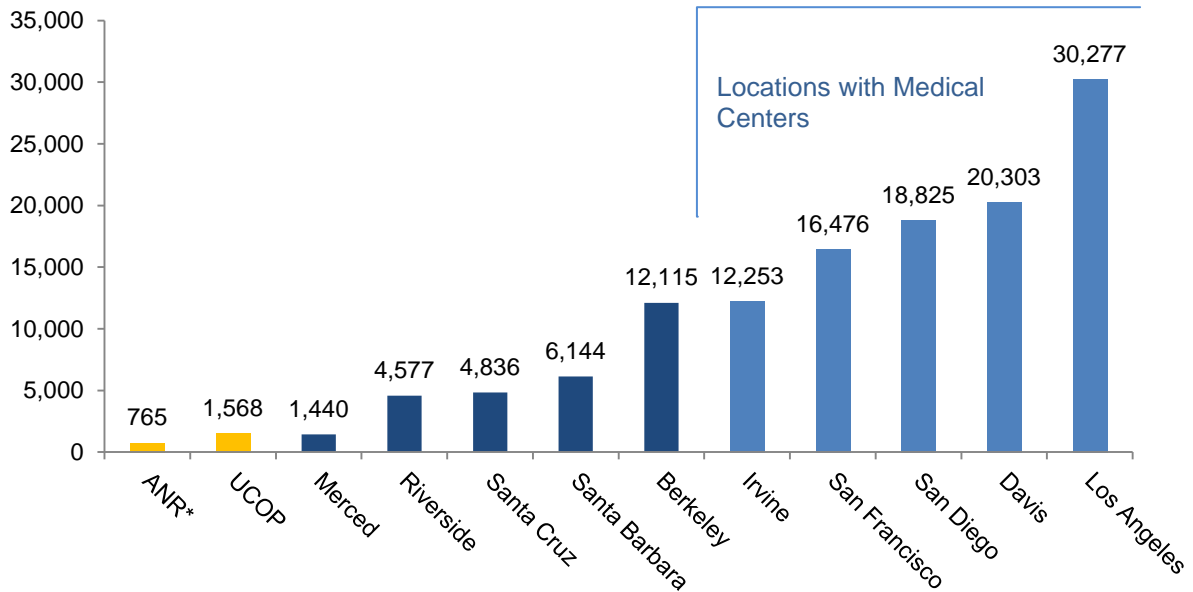
**Chart 3: Staff Workforce Headcount and Full-Time Equivalents (FTE) by Personnel Program, by Location**  
 October 2011  
 All Appointment Types, Including Students Working in Staff Titles



Please note scale differences



**Chart 4: Staff Workforce Headcount by Location**  
 October 2011  
**All Appointment Types, Including Students Working in Staff Titles**  
**Total Headcount = 129,579**



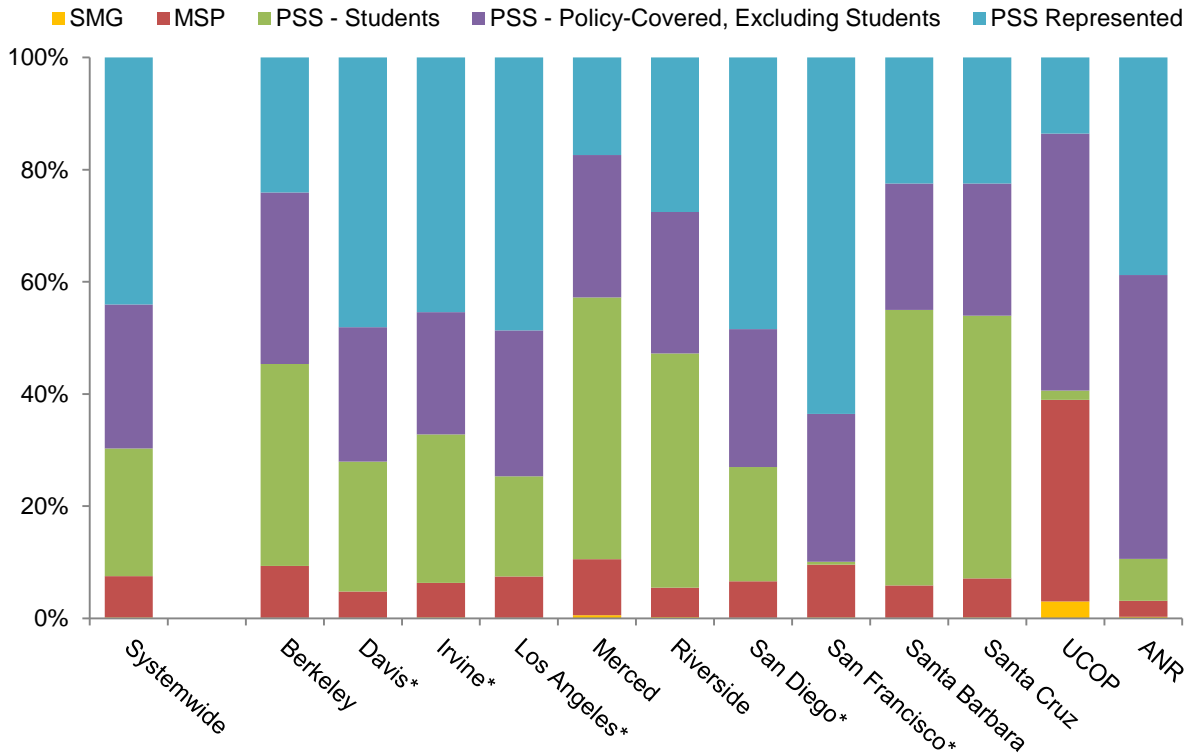
\* UC Agriculture and Natural Resources (ANR) staff work at the Oakland offices of the UC Office of the President (UCOP) and at Agricultural Experiment Stations and other locations throughout the state.

Chart 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 most of the campuses. Among the campuses, Merced, the newest campus with the smallest workforce, is still building its programs and enrollment.

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

- Student enrollment
- 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
- The presence of a medical center

**Chart 5: Staff Workforce Headcount by Personnel Program, by Location**  
 October 2011  
**All Appointment Types, Including Students Working in Staff Titles**  
**Total Headcount = 129,579**



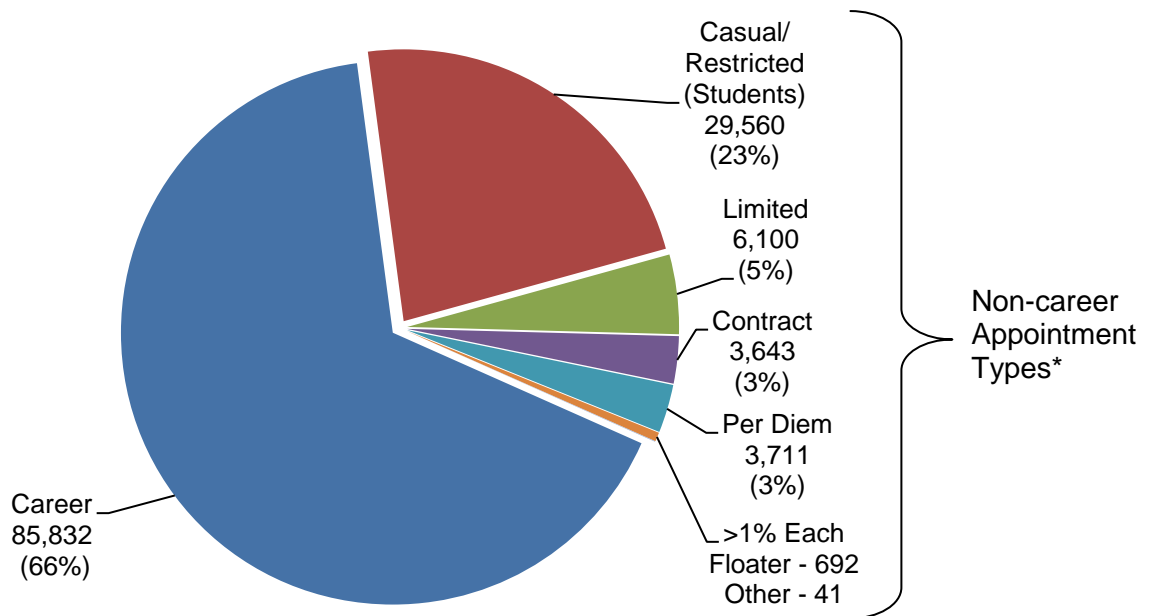
\*Campus with a Medical Center

	<b>TOTAL</b>	<b>BK</b>	<b>DV*</b>	<b>IR*</b>	<b>LA*</b>	<b>MC</b>	<b>RV</b>	<b>SD*</b>	<b>SF*</b>	<b>SB</b>	<b>SC</b>	<b>UCOP</b>	<b>ANR</b>
<b>SMG</b>	195	14	18	18	22	8	10	20	22	6	8	47	2
<b>MSP</b>	9,512	1,118	954	756	2,243	144	240	1,225	1,558	353	325	564	22
<b>PSS:</b>													
Policy-Covered:													
Students <sup>†</sup>	29,556	4,358	4,702	3,241	5,392	672	1,912	3,833	77	3,019	2,267	26	57
Excl. Students	33,257	3,709	4,859	2,672	7,893	365	1,153	4,630	4,346	1,385	1,140	718	387
Represented	57,059	2,916	9,770	5,566	14,727	251	1,262	9,117	10,473	1,381	1,086	213	297
<b>Total</b>	<b>129,579</b>	<b>12,115</b>	<b>20,303</b>	<b>12,253</b>	<b>30,277</b>	<b>1,440</b>	<b>4,577</b>	<b>18,825</b>	<b>16,476</b>	<b>6,144</b>	<b>4,836</b>	<b>1,568</b>	<b>765</b>

The uniqueness of our campuses is again reflected in each location's personnel program demographics. In the above chart, 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.

<sup>†</sup> An additional 4 Casual/Restricted (student) staff were reported in other personnel programs.

**Chart 6: Staff Workforce Headcount by Career and Non-Career Appointment Types**  
 October 2011  
**All Personnel Programs**  
**Total Headcount = 129,579**



The staff workforce is predominantly 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 short terms or during emergency periods. Through career appointments, the University is committed to providing employees with predictable hours of work and full benefits.

Between October 2010 and 2011 there was less than a 1% increase in the staff career workforce and an increase of 4% (1,690) in non-career appointments.

**Table 2: Headcount by Appointment Type**  
 October 2010 and 2011

	2010	2011	Change	% Change
<b>Career</b>	85,094	85,832	738	1%
<b>Non-Career:</b>				
<b>Casual/Restricted</b>	28,734	29,560	826	3%
<b>Limited</b>	5,929	6,100	171	3%
<b>Contract</b>	3,156	3,643	487	15%
<b>Per Diem</b>	3,517	3,711	194	6%
<b>Floater</b>	650	692	42	6%
<b>Other</b>	71	41	-30	-42%
<b>Non-Career Total</b>	<b>42,057</b>	<b>43,747</b>	<b>1,690</b>	<b>4%</b>
<b>Grand Total</b>	<b>127,151</b>	<b>129,579</b>	<b>2,428</b>	<b>2%</b>

**Chart 7: Staff Workforce Headcount by Career and Non-Career Appointment Types, by Location**  
 October 2011  
 All Personnel Programs

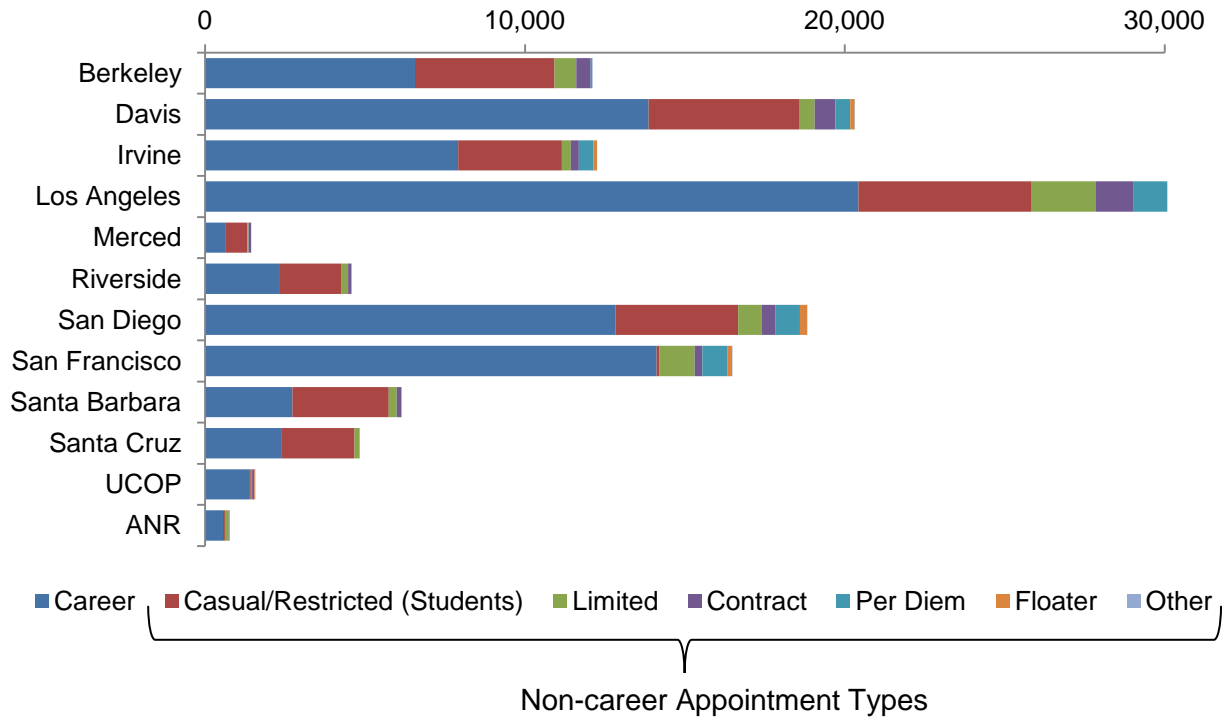


Chart 7 above shows that the locations primarily employ career employees. Per Diem appointments are uniquely found at Medical Centers. Casual/Restricted (student) employees make up a high percentage of the workforce on campuses without medical centers, with virtually none at UCOP and ANR.

Over the past decade, the different personnel programs have grown at different rates. As Table 3 shows, between October 2001 and October 2011, headcount in the MSP program increased from 5% to 7% of all staff, and PSS Policy excluding students increased from 24% to 26% of all staff, while the exclusively represented PSS staff declined from 48% to 44% of all staff.

**Table 3: Headcount by Personnel Program**  
 October 2001 and 2011

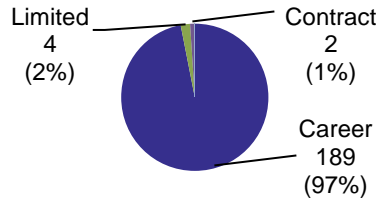
	2001	% of All Staff	2011	% of All Staff	Change, 2001-2011
<b>SMG</b>	334	<1%	195	<1%	-139*
<b>MSP</b>	5,544	5%	9,512	7%	3,968
<b>PSS Casual/Rest.</b>	25,821	23%	29,556	23%	3,735
<b>PSS Policy, Excl. Students</b>	26,181	24%	33,257	26%	7,076
<b>PSS Represented</b>	53,272	48%	57,059	44%	3,787
<b>Total</b>	111,152	100%	129,579	100%	18,427

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

**Chart 8: Staff Workforce Headcount by Personnel Program and Career and Non-Career Appointment Types**  
October 2011

**Senior Management Group (SMG)**

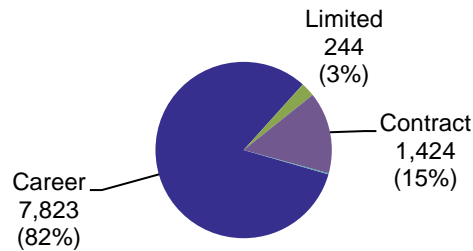
Headcount = 195



■ Career

**Management and Senior Professionals (MSP)**

Headcount = 9,512



■ Casual/  
Restricted  
(Students)

■ Limited

**Professional and Support Staff (PSS) Policy-Covered**

Headcount = 63,813

Non-Students = 33,257

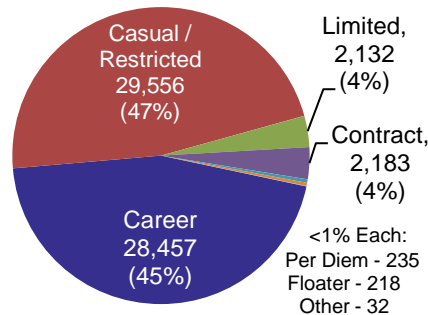
\* An additional 4 Casual/Restricted staff employees were reported in other personnel programs

■ Contract

■ Per Diem

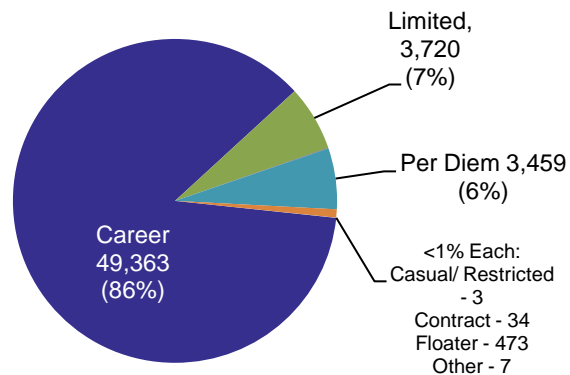
■ Floater

■ Other

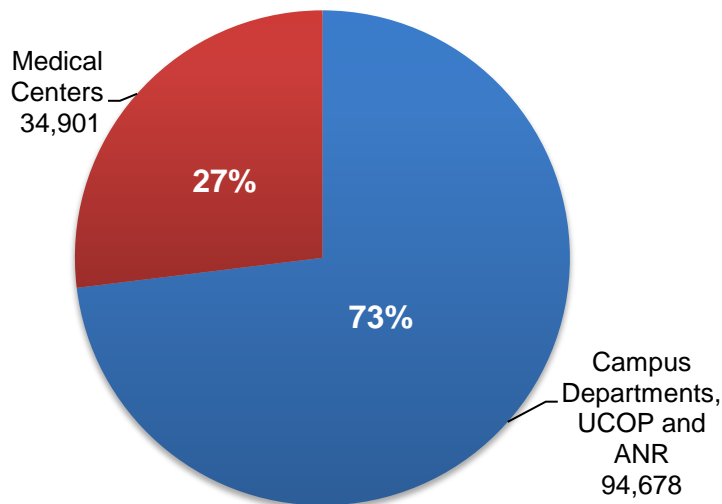


**PSS Exclusively Represented**

Headcount = 57,059



**Chart 9: Staff Workforce by Campuses and Medical Centers**  
 October 2011  
**Including Students Working in Staff Titles**  
**Headcount = 129,579**



In 2000 there were 25,201 staff employees working at the medical centers. By October 2011, that number had grown to 34,901 – a 38% increase. During this same time period the campus-based workforce grew by approximately 16%. The expansion of the University’s medical enterprise reflects the expansion in the delivery of health care services accompanied by building expansion and the acquisition of a number of new facilities.

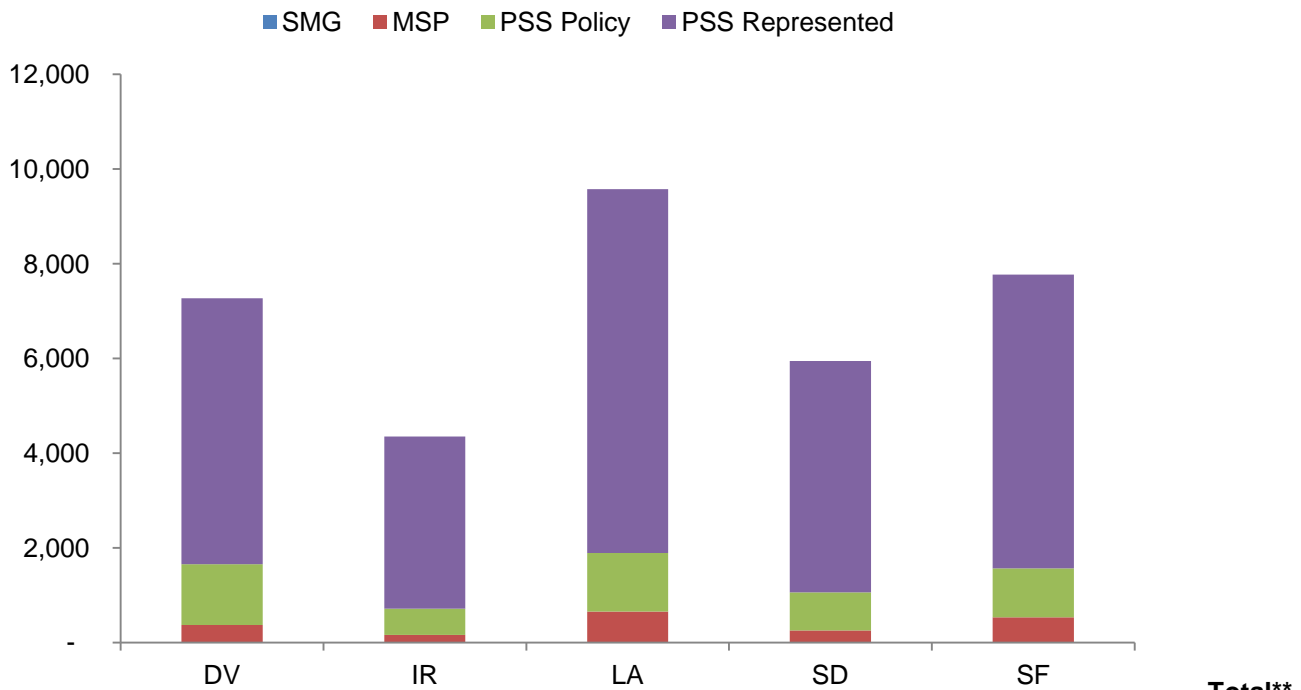
**Table 4: Staff Workforce Campuses and Medical Centers Headcount**  
 October 2000 and 2011

	2000	% of Total	2011	% of Total	Change	% Change
<b>Campus/UCOP/ANR</b>	81,553	76%	94,678	73%	13,125	16%
<b>Medical Centers</b>	25,201	24%	34,901	27%	9,700	38%
<b>Total</b>	106,754	100%	129,579	100%	22,825	21%

Source for Historical Data: Workforce Profile 1990 to 2000

Note: due to system limitations, data distinguishing Medical Center from Campus staff is not readily available except in previously published Workforce Profile documents. Since no Workforce Profile was published for 2002, 2000 is the closest year with available data.

**Chart 10: Medical Center Staff Workforce by Personnel Program**  
 October 2011  
 Including Students Working in Staff Titles



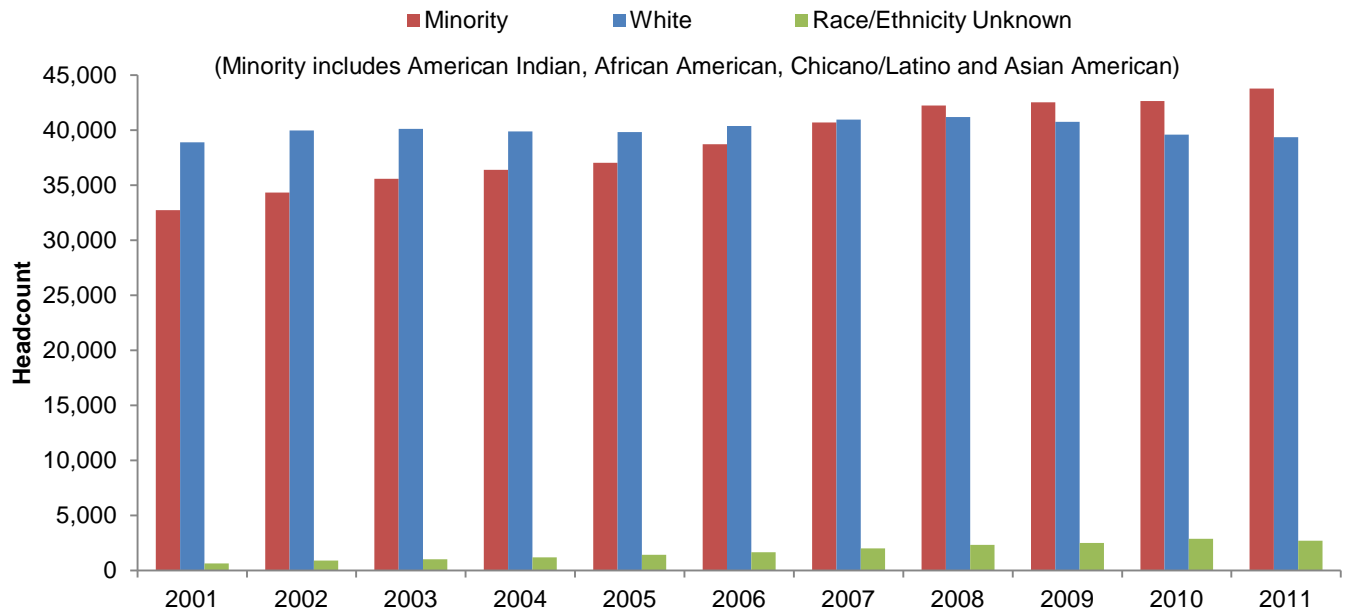
	DV	IR	LA	SD	SF	Total**	
<b>SMG</b>	7	8	8	9	6	38	<1%
<b>MSP</b>	364	158	651	248	529	1,950	6%
<b>PSS Policy*</b>	1,286	553	1,236	807	1,031	4,913	14%
<b>PSS Rep.</b>	5,612	3,632	7,676	4,879	6,201	28,000	80%
<b>Total</b>	<b>7,269</b>	<b>4,351</b>	<b>9,571</b>	<b>5,943</b>	<b>7,767</b>	<b>34,901</b>	<b>100%</b>

\*Includes 72 Casual/Restricted Students in staff titles

\*\*Due to rounding, percentages do not total 100%.

The majority (80%) of employees at medical center sites are represented by collective bargaining agreements. Students in casual/restricted PSS titles are not commonly employed at medical centers.

**Chart 11: CAREER STAFF – Staff Workforce by Minority Representation**  
 October 2001-2011  
 All Personnel Programs



	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Total Career Staff	72,255	75,210	76,715	77,442	78,257	80,767	83,681	85,705	85,775	85,094	85,832
% Minority	45.3%	45.7%	46.4%	47.0%	47.3%	47.9%	48.6%	49.3%	49.6%	50.1%	51.0%
% White	53.8%	53.1%	52.3%	51.5%	50.9%	50.0%	49.0%	48.0%	47.5%	46.5%	45.8%
% Unknown	0.9%	1.2%	1.3%	1.5%	1.8%	2.1%	2.4%	2.7%	2.9%	3.4%	3.2%

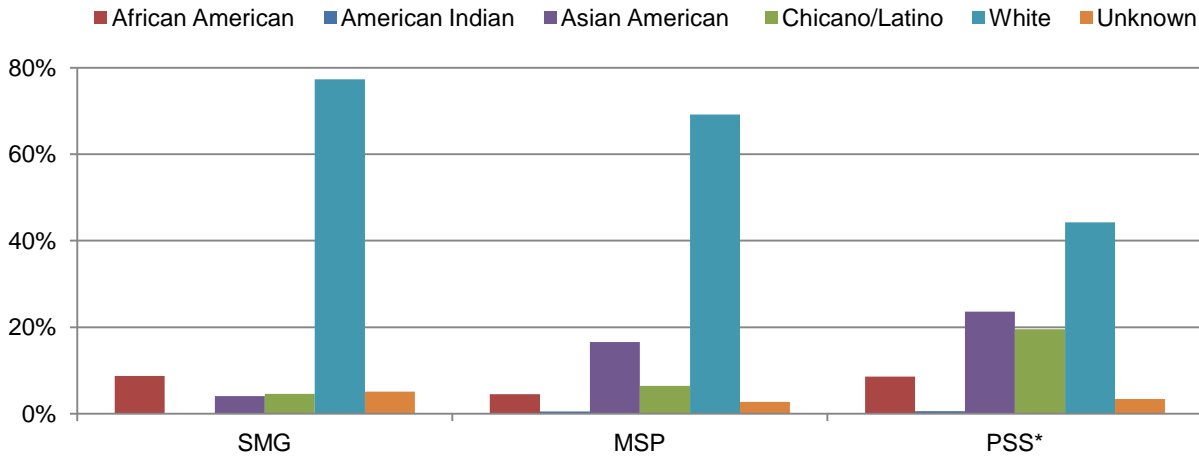
The University has made a concerted effort to increase employee diversity. In 2001 the number of white staff in the career workforce exceeded the number of minority staff by almost 11 percentage points, but by 2008 minorities had become the plurality. By 2010, minorities reached 50% of the career workforce. 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:

<http://www.universityofcalifornia.edu/diversity/diversity.html>.



**Chart 12: CAREER STAFF – Composition of Staff by Race/Ethnicity, by Personnel Program**  
October 2011

**Career Staff Headcount = 85,832**



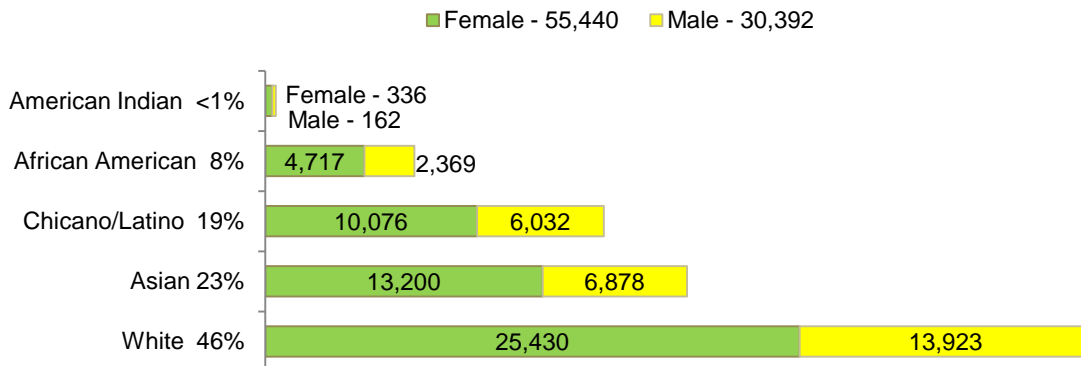
	African American	American Indian	Asian	Chicano/Latino	White	Unknown	Total
SMG	17	0	9	9	148	6	189
MSP	373	39	1,385	533	5,287	206	7,823
PSS*	6,696	459	18,684	15,566	33,918	2,497	77,820
<b>Total</b>	<b>7,086</b>	<b>498</b>	<b>20,078</b>	<b>16,108</b>	<b>39,353</b>	<b>2,709</b>	<b>85,832</b>

\*Includes both Policy-covered and represented PSS staff

As Chart 12 shows, the PSS personnel program tends to be more racially/ethnically diverse than in the MSP or SMG programs.

**Chart 13: CAREER STAFF – Composition of Staff by Race/Ethnicity\* and Gender**  
October 2011  
**All Personnel Programs**

**Career Staff Headcount = 85,832**

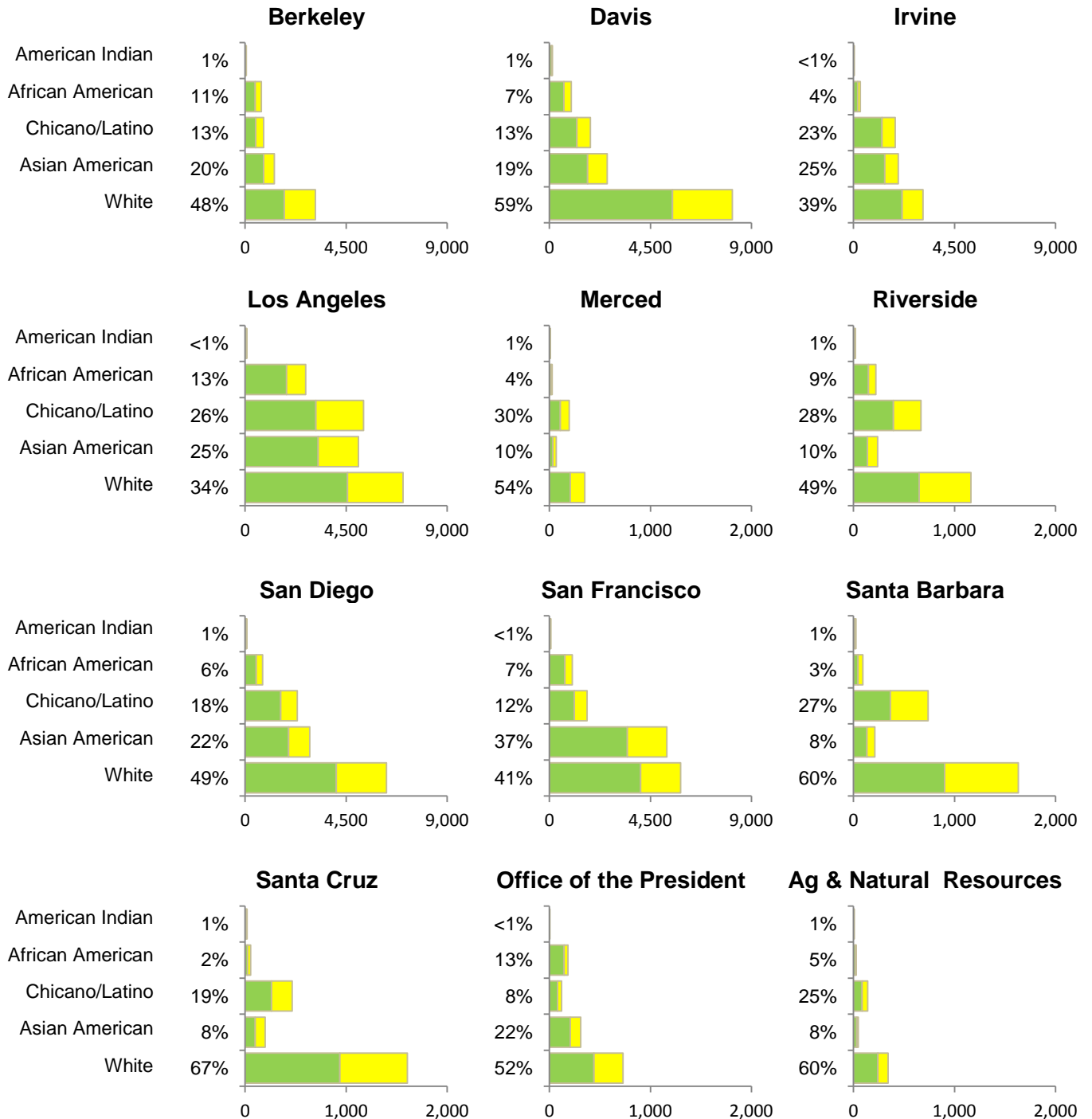


\*Staff with Unknown Race/Ethnicity (approximately 3% of Career staff) are not included.

Historically, women have dominated the staff career workforce by nearly a 2:1 gender ratio in nearly all ethnic categories.

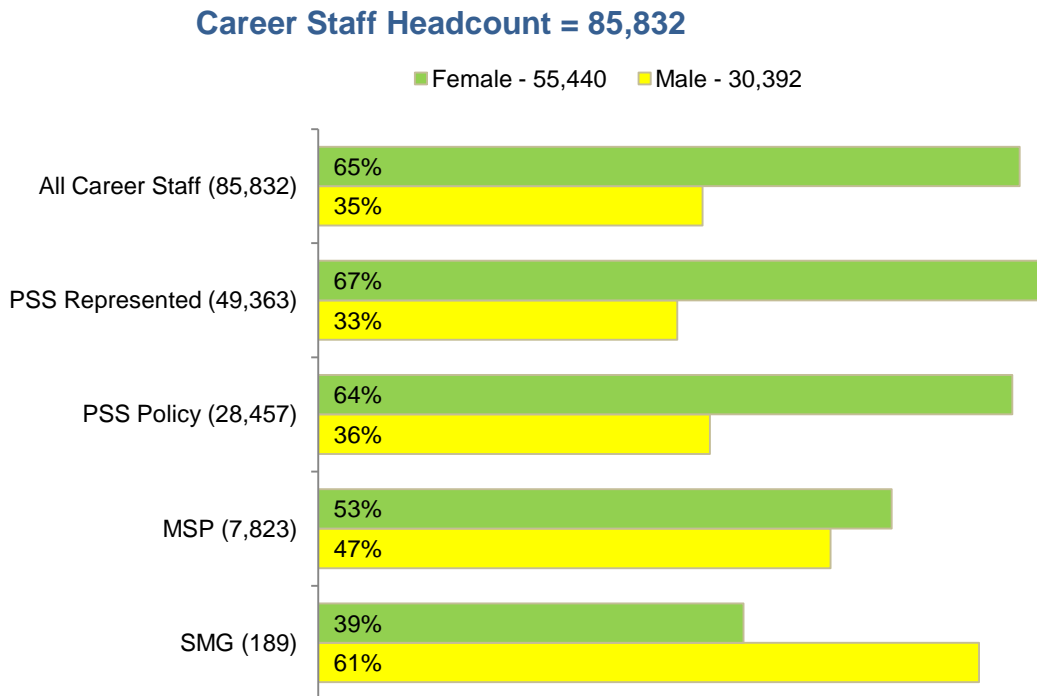
**Chart 14: CAREER STAFF – Composition of Staff Workforce by Race/Ethnicity\* and Gender by Location**  
 October 2011  
 All Personnel Programs

Female – 55,440 Male – 30,392



\*Staff with Unknown Race/Ethnicity (approximately 3% of Career staff) are not included.  
 Please note scale differences.

**Chart 15: CAREER STAFF – Staff Workforce by Personnel Program and Gender**  
October 2011



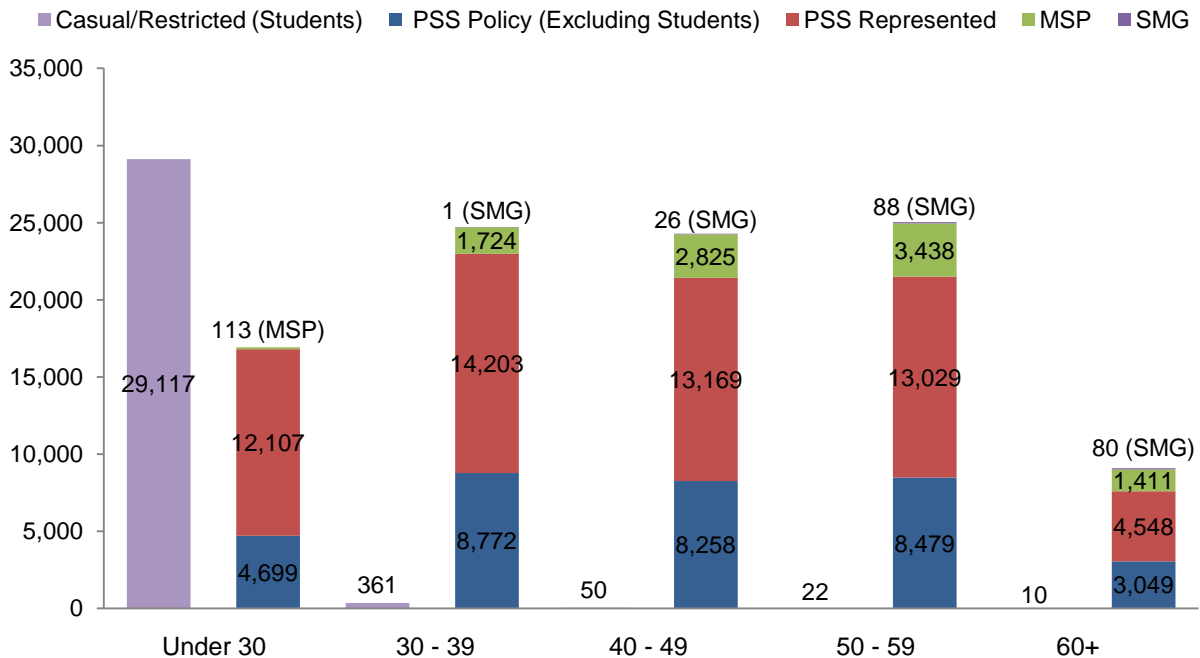
The majority of the career staff workforce is female (65%). This is primarily due to the large representation of women in the PSS program (51,234). In the MSP program, the balance of genders is closer to parity (53% female: 47% male), and in the SMG program, there are more men than women: 39% female vs. 61% male.

A look back at systemwide gender statistics for 2001 in Table 5 shows a percentage distribution similar to 2011 for the PSS and MSP personnel programs. In the SMG personnel program, there has been a notable increase in the proportion of women: from 28% in 2001 to 39% in 2012. 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.

**Table 5: CAREER STAFF by Personnel Program and Gender**  
October 2001 and 2011

		2001 (Total 72,255)		2011 (Total 85,832)	
		Headcount	% of Total	Headcount	% of Total
<b>All Career Staff</b>	Female	46,993	65%	55,440	65%
	Male	25,262	35%	30,392	35%
<b>PSS Represented</b>	Female	29,755	67%	33,043	67%
	Male	14,826	33%	16,320	33%
<b>PSS Policy</b>	Female	14,814	65%	18,191	64%
	Male	8,040	35%	10,266	36%
<b>MSP</b>	Female	2,334	52%	4,132	53%
	Male	2,162	48%	3,691	47%
<b>SMG</b>	Female	90	28%	74	39%
	Male	234	72%	115	61%

**Chart 16: Age Distribution of Staff Workforce by Personnel Program**  
 October 2011  
**All Personnel Programs**  
**Average Age, All Staff: 38**  
**All Staff Except Students: 43**  
**Casual/Restricted (Students): 21**



The chart above shows the age distribution of the staff workforce, which spans four generations: Millennials, 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. The rest of the staff is mostly between 30 and 59 years of age. Headcount in the 60+ range is noticeably lower, which is understandable considering that the average retirement age for MSP and SMG staff is 60, and for PSS staff is 59 (see Chart 41).

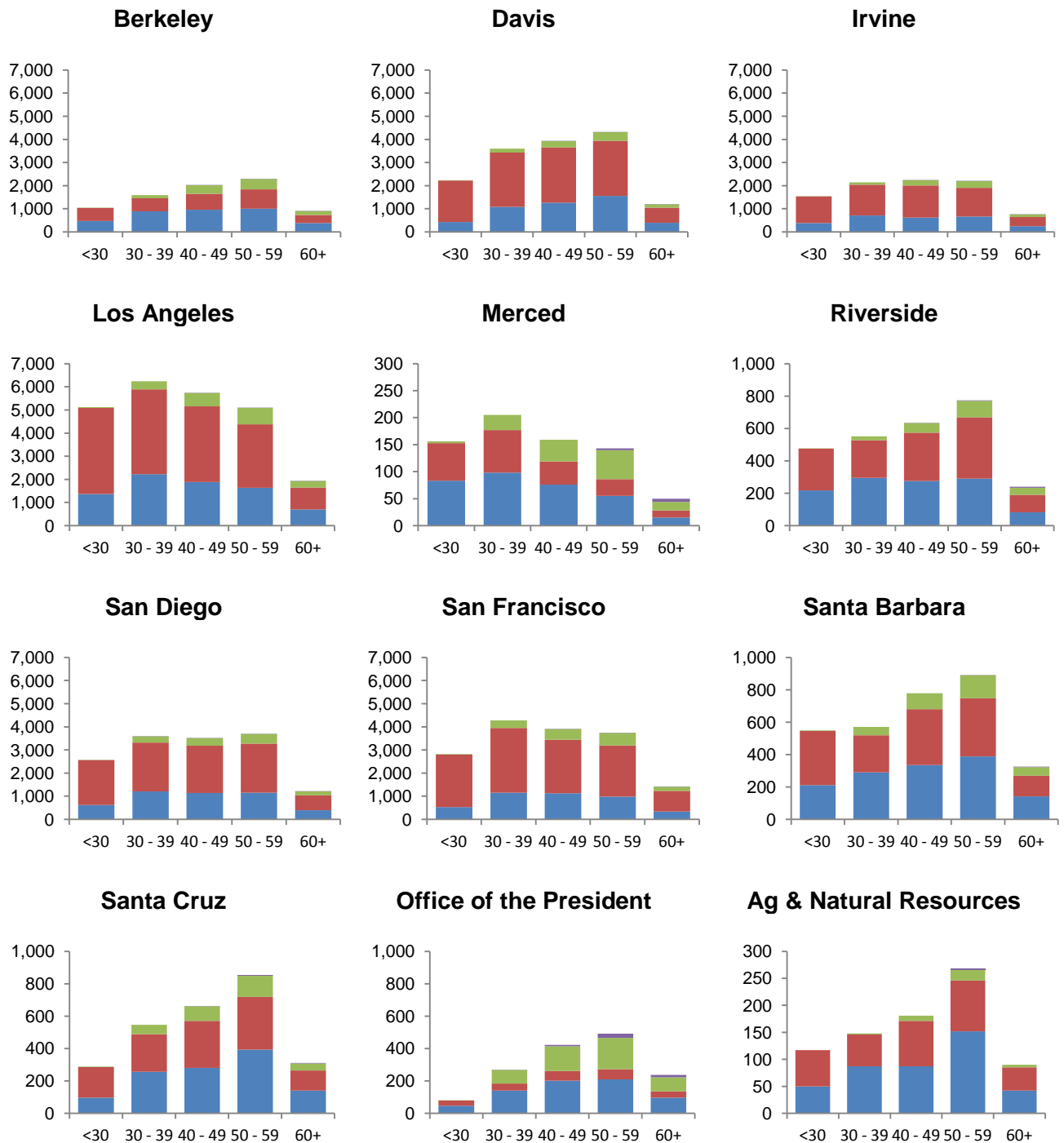
Since 2001, the distribution of age ranges among employees in non-student appointment types has shifted. The percentage of those under 30 has dropped from 20% to 17% and the percentage of employees aged 40-49 has dropped from 30% to 24%, while the percentage of those aged 60 and older has nearly doubled, from 4% to 9%.

**Table 6: Age Distribution of Staff Workforce**  
 October 2001 and October 2011  
**All Appointment Types Except Casual/Restricted (Students)**

	2001 (Total 85,324)		2011 (Total 100,019)	
	Headcount	% of Total	Headcount	% of Total
Under 30	16,598	20%	16,919	17%
30-39	21,005	25%	24,700	25%
40-49	25,255	30%	24,278	24%
50-59	18,727	22%	25,024	25%
60+	3,739	4%	9,088	9%

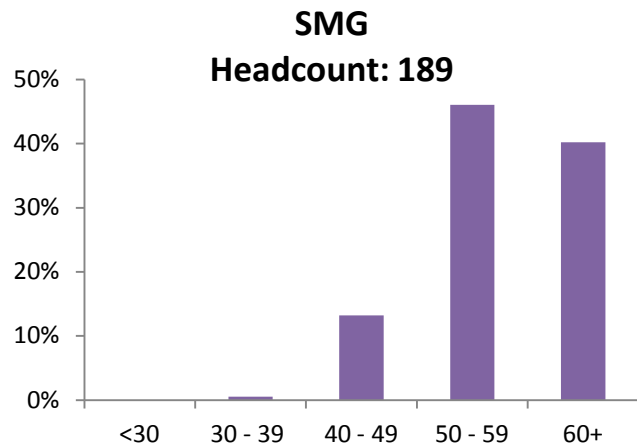
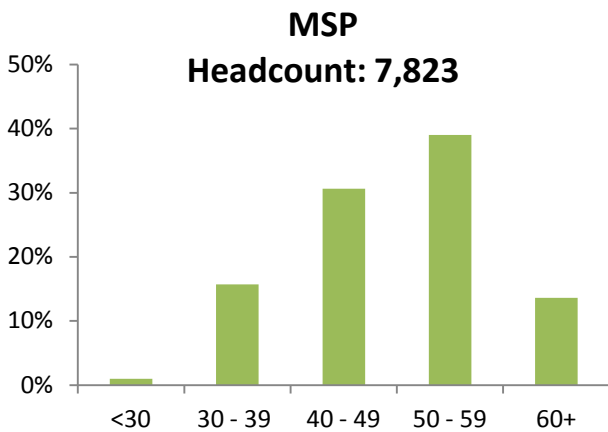
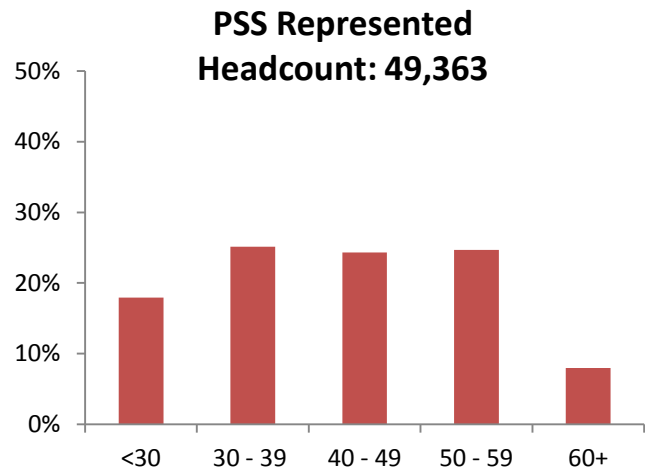
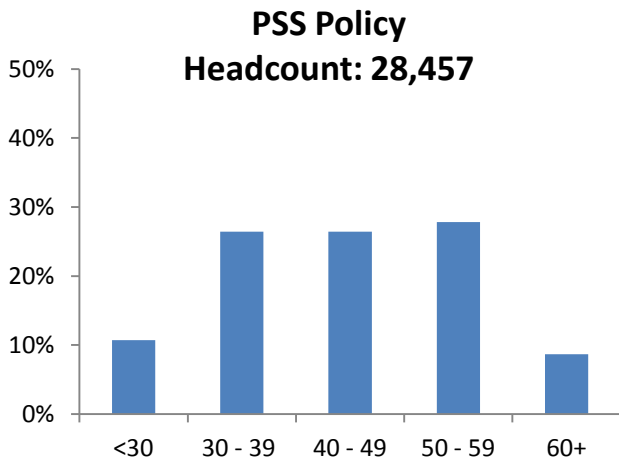
**Chart 17: Age Distribution of Staff Workforce by Personnel Program, by Location**  
**All Appointment Types Except Casual/Restricted (Students)**  
 October 2011

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



Please note scale differences.

**Chart 18: CAREER STAFF – Age Distribution of Staff Workforce by Personnel Program**  
 October 2011  
 Average Age = 44



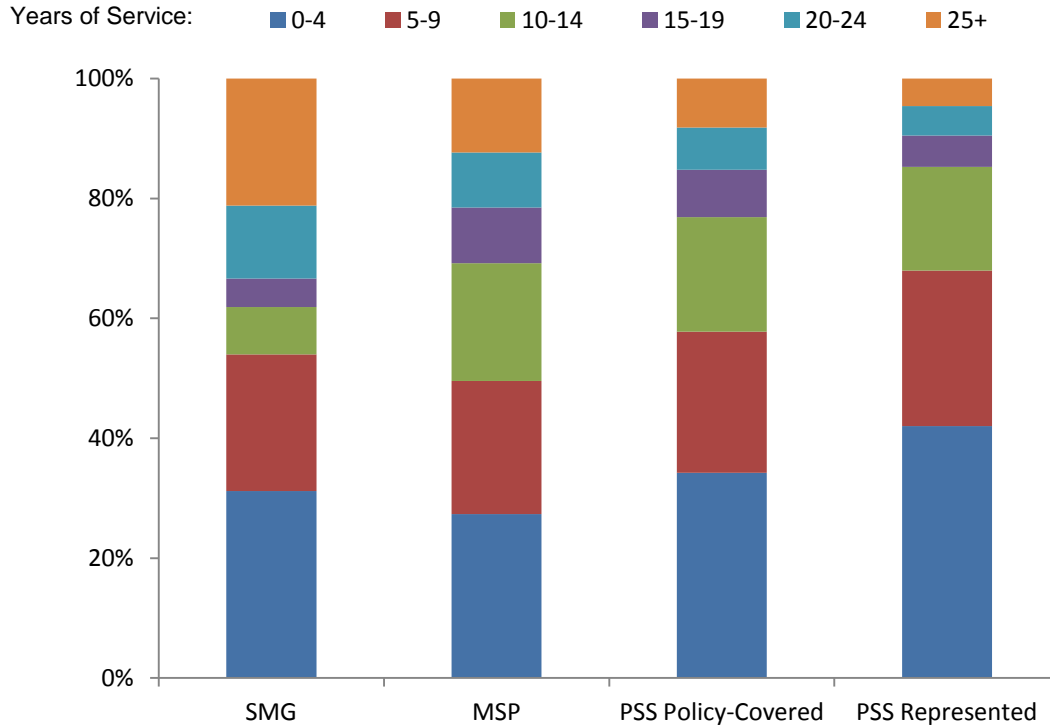
**Table 7: CAREER STAFF by Personnel Program and Age Range**  
 October 2011

Age Range	PSS Policy	PSS Represented	MSP	SMG	Total	%
<30	3,044	8,845	79	0	11,968	14%
30-39	7,515	12,407	1,229	1	21,152	25%
40-49	7,523	12,000	2,398	25	21,946	26%
50-59	7,911	12,175	3,050	87	23,223	27%
60+	2,464	3,936	1,067	76	7,543	9%
<b>Total</b>	<b>28,457</b>	<b>49,363</b>	<b>7,823</b>	<b>189</b>	<b>85,832</b>	<b>100%</b>

These charts show the systemwide career age distribution of different age bands in the four staff personnel programs. Most MSP and SMG employees are managing/leading employees in younger generations who have different styles of working, communicating, and learning.

**Chart 19: CAREER STAFF – Length of Service from Most Recent Date of Hire of Staff Workforce by Personnel Program**  
October 2011

**Average Length of Service from Date of Most Recent Hire:  
Career Staff: 9 years**



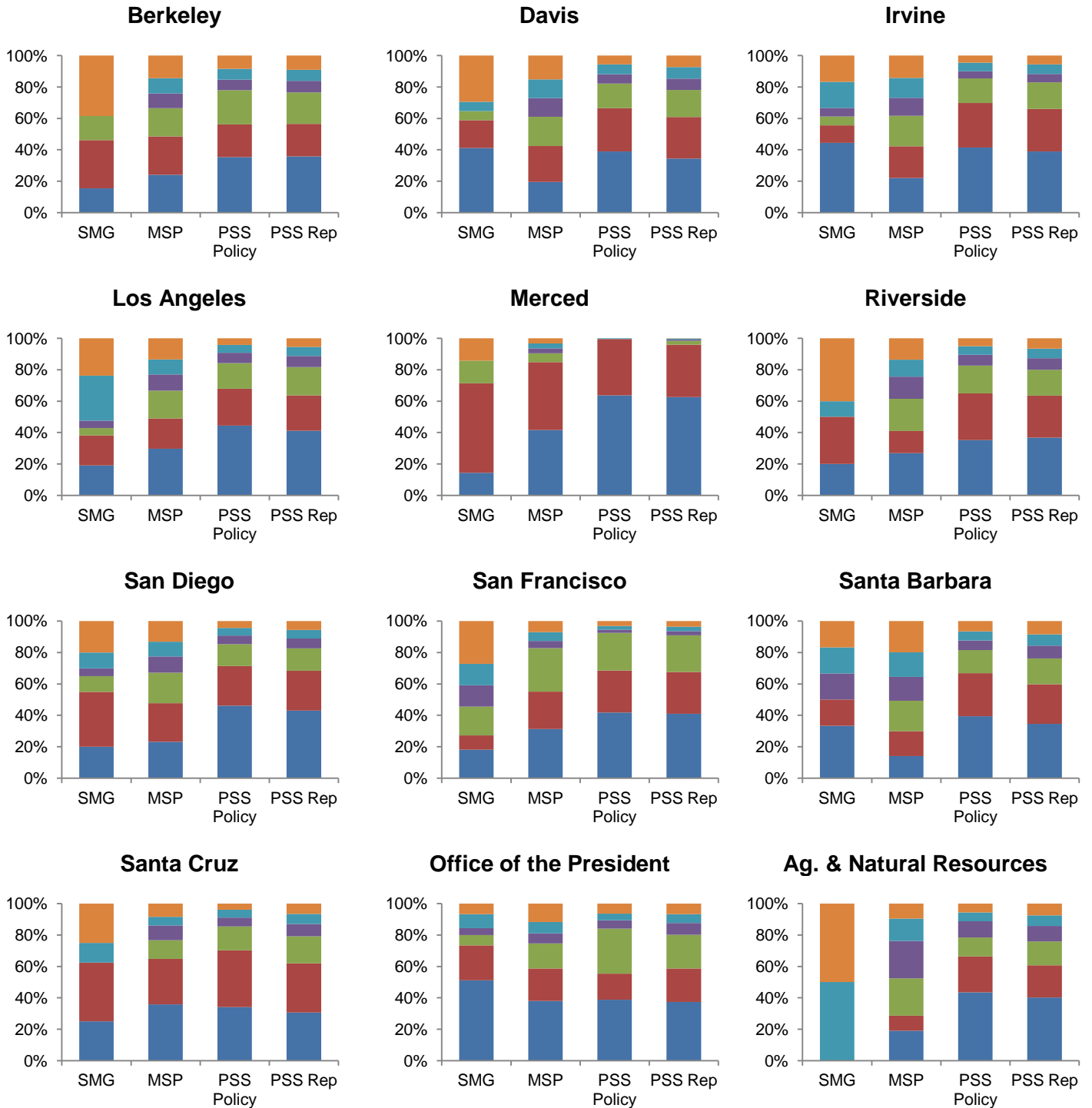
<b>Length of Service</b>	<b>SMG</b>	<b>MSP</b>	<b>PSS-Policy-Covered</b>	<b>PSS-Represented</b>	<b>Total</b>	<b>%</b>
0-4	59	2,139	9,743	20,746	<b>32,687</b>	38%
5-9	43	1,740	6,703	12,810	<b>21,296</b>	25%
10-14	15	1,533	5,431	8,550	<b>15,529</b>	18%
15-19	9	729	2,249	2,579	<b>5,566</b>	6%
20-24	23	717	2,014	2,429	<b>5,183</b>	6%
25+	40	965	2,317	2,249	<b>5,571</b>	6%
<b>Total</b>	<b>189</b>	<b>7,823</b>	<b>28,457</b>	<b>49,363</b>	<b>85,832</b>	100%

The average length of employment service (from date of most recent hire) for career employees systemwide has been relatively stable – the average is now 9 years of service. As might be expected, the MSP and SMG personnel programs, which consist of senior professional employees and management, both show a higher proportion of staff with at least 10 years experience than PSS policy-covered and represented staff.

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

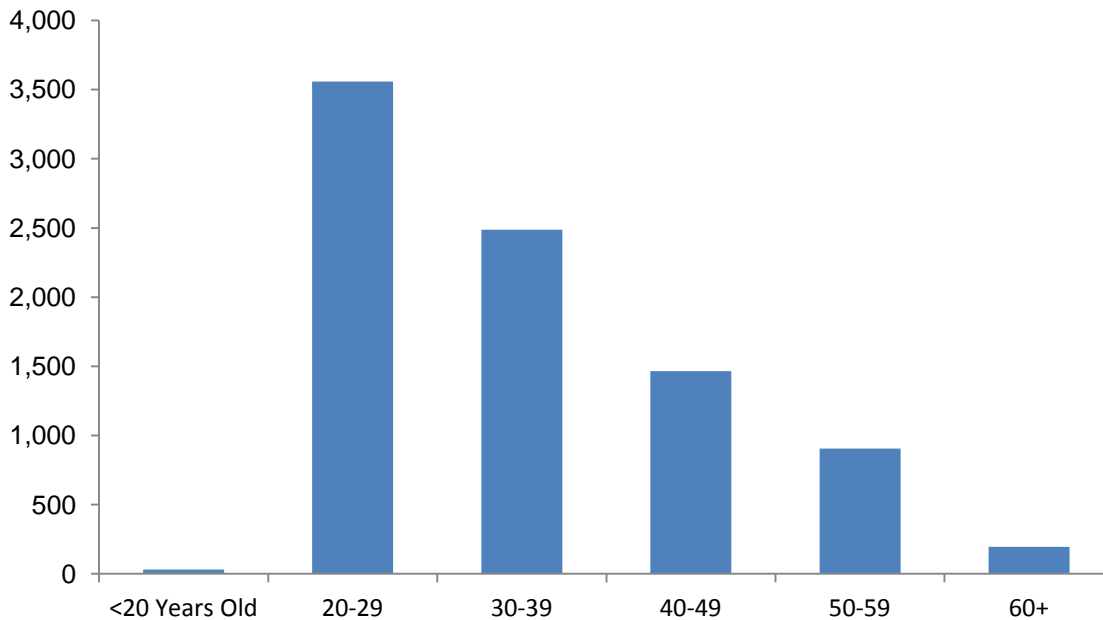
**Chart 20: CAREER STAFF – Length of Service from Most Recent Date of Hire of Staff Workforce by Personnel Program, and Location**  
October 2011

Years of Service: 0-4 (Blue) 5-9 (Red) 10-14 (Green) 15-19 (Purple) 20-24 (Cyan) 25+ (Orange)





**Chart 21: CAREER STAFF – Staff Workforce New Hires: Age at Date of Hire**  
 Fiscal Year 2010-2011  
 All Personnel Programs  
 New Hires = 8,645



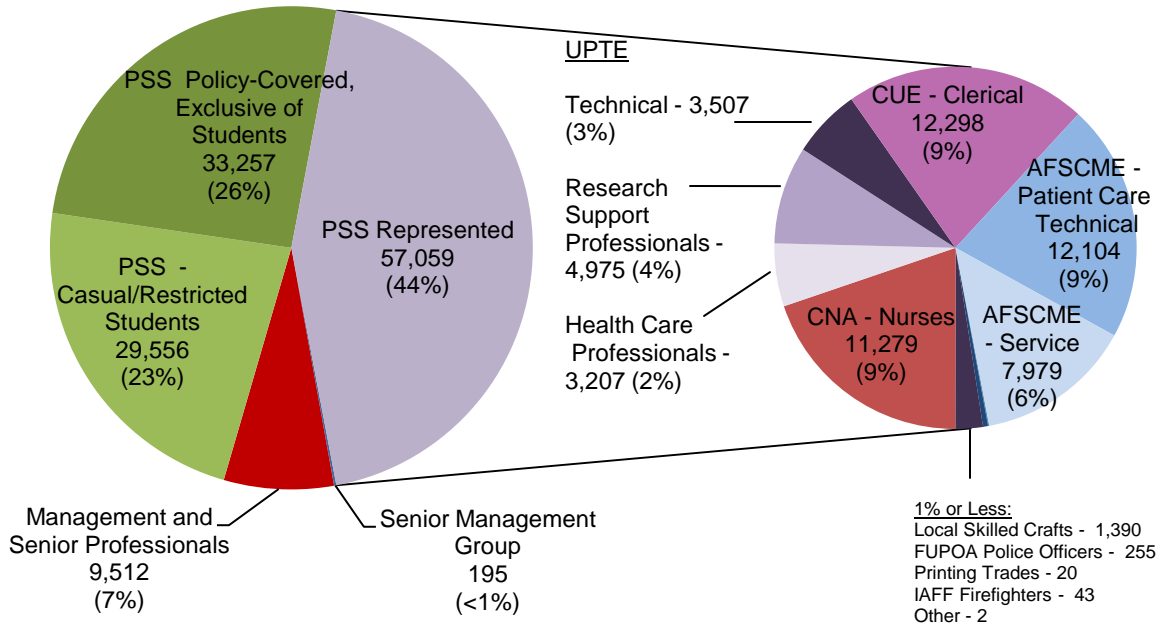
<b>Systemwide</b>	<b>&lt;20 y.o.</b>	<b>20-29</b>	<b>30-39</b>	<b>40-49</b>	<b>50-59</b>	<b>60+</b>	<b>Total</b>
Headcount	39	3,544	2,297	1,395	863	163	8,301
% of New Hires	<1%	43%	28%	17%	10%	2%	100%
<b>Berkeley</b>	0	194	146	105	60	11	516
<b>Davis *</b>	5	404	305	208	137	21	1,080
<b>Irvine *</b>	8	279	189	135	93	11	715
<b>Los Angeles *</b>	17	1,133	627	341	167	36	2,321
<b>Merced</b>	1	46	47	15	11	0	120
<b>Riverside</b>	0	70	43	45	26	4	188
<b>San Diego *</b>	3	571	381	217	138	37	1,347
<b>San Francisco *</b>	5	633	401	193	111	24	1,367
<b>Santa Barbara</b>	0	97	60	44	31	2	234
<b>Santa Cruz</b>	0	65	37	34	30	5	171
<b>UCOP</b>	0	30	48	45	41	10	174
<b>ANR</b>	0	22	13	13	18	2	68

In FY 2010-2011, as the University began to recover from severe budget cuts, the number of staff hired into career appointments increased by 31% from the previous fiscal year (8,301 vs. 6,333). The pace of hiring was still 8% lower than in Fiscal Year 2009-10 (9,072). The hiring age demographic has remained steady, with 71% of the people hired younger than age 40. The majority of these people were employed by a campus with a medical center(\*).

**Chart 22: Policy-Covered and Union-Represented Staff Workforce**  
 October 2011  
**Headcount and Percentage**  
**All Appointment Types, Including Students Working in Staff Titles**  
**All Personnel Programs**  
**Headcount = 129,579**

**Policy-Covered Staff - 72,520 (56%)**

**Represented Staff - 57,059 (44%)**



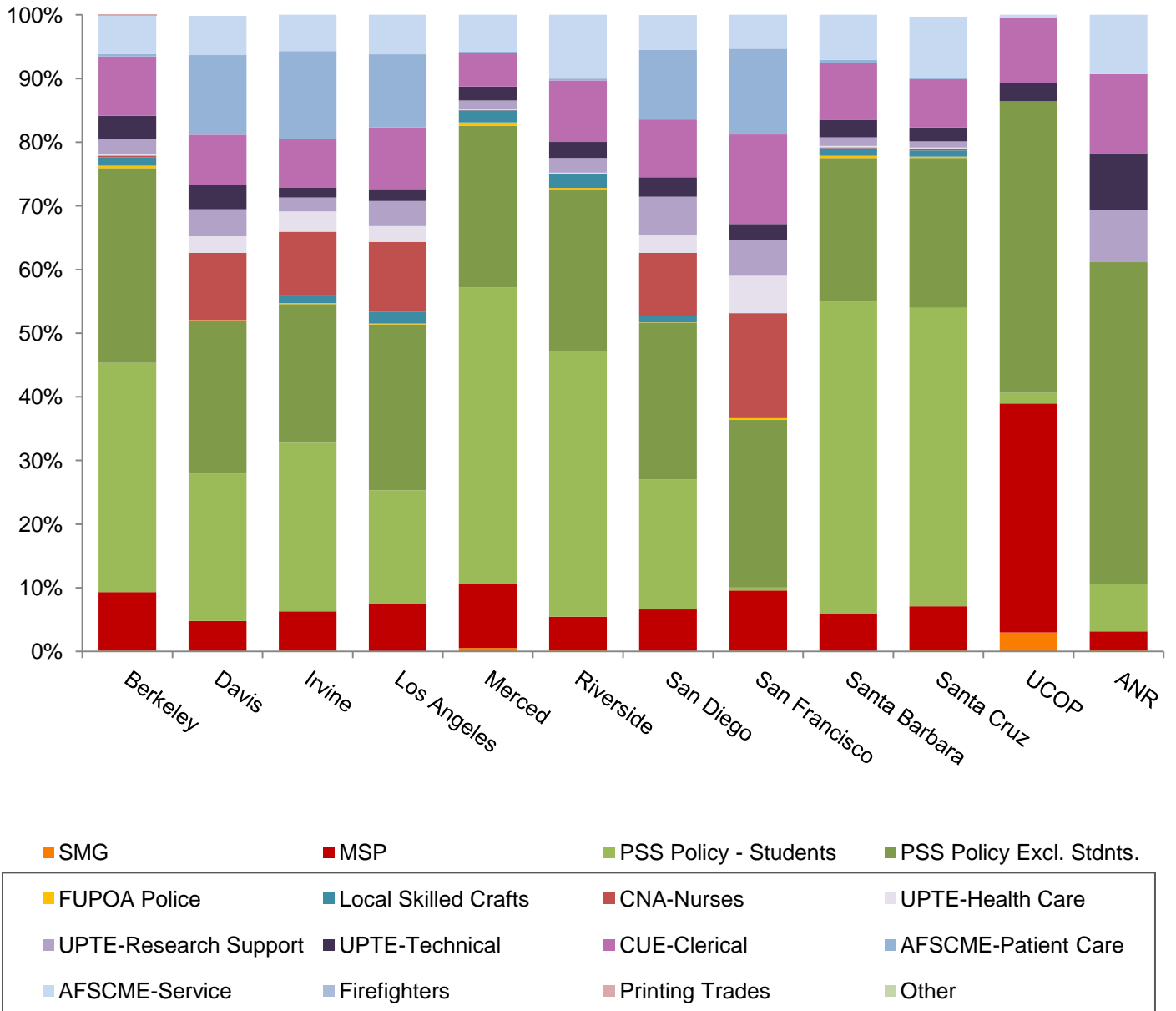
Due to rounding, percentages may not total 100%.

The majority of staff (56%) at UC is covered by UC Personnel Policies. The largest group is the PSS Policy-Covered, of which more than 29,000 are students working in staff titles

Of the 44% of staff represented by collective bargaining units, 97% are covered by one of four unions:

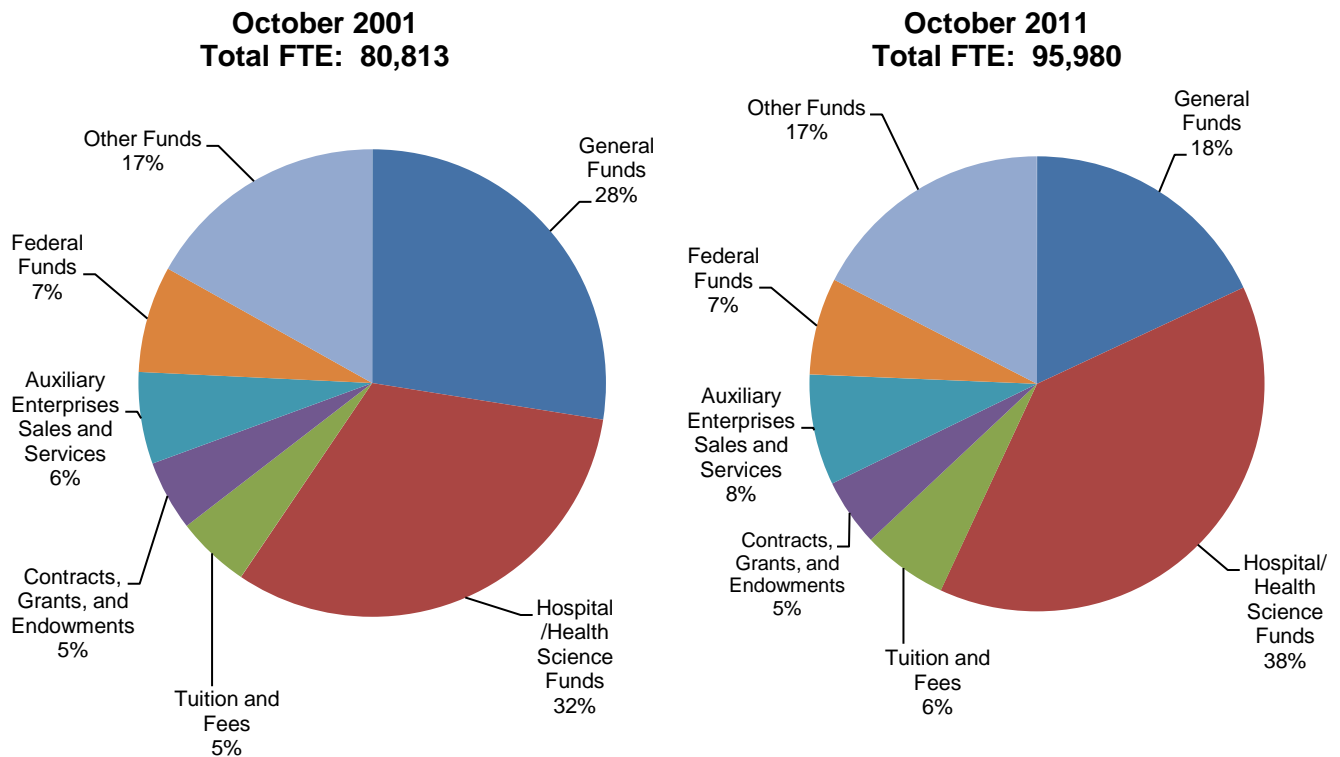
1. American Federation of State, County and Municipal Employees (AFSCME), which represents 20,083, staff (35.2% of all represented staff) in Patient Care (such as Vocational Nurses and Hospital Assistants) and Service (e.g., Custodians) units.
2. Coalition of University Employees (CUE), which represents 12,298 staff in clerical/administrative positions (21.6% of all represented staff).
3. University Professional and Technical Employees (UPTe), which represents 11,689 staff in the Technical unit (e.g., Lab Assistants), Research Support and Health Care Professionals (such as Clinical Social Workers) units (20.5% of all represented staff).
4. California Nurses Association (CNA), which represents 11,279 Registered Nurses (19.8% of all represented staff).

**Chart 23: Policy-Covered and Union-Represented Staff Workforce by Location**  
 October 2011  
**All Appointment Types, Including Students Working in Staff Titles**  
**All Personnel Programs**



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

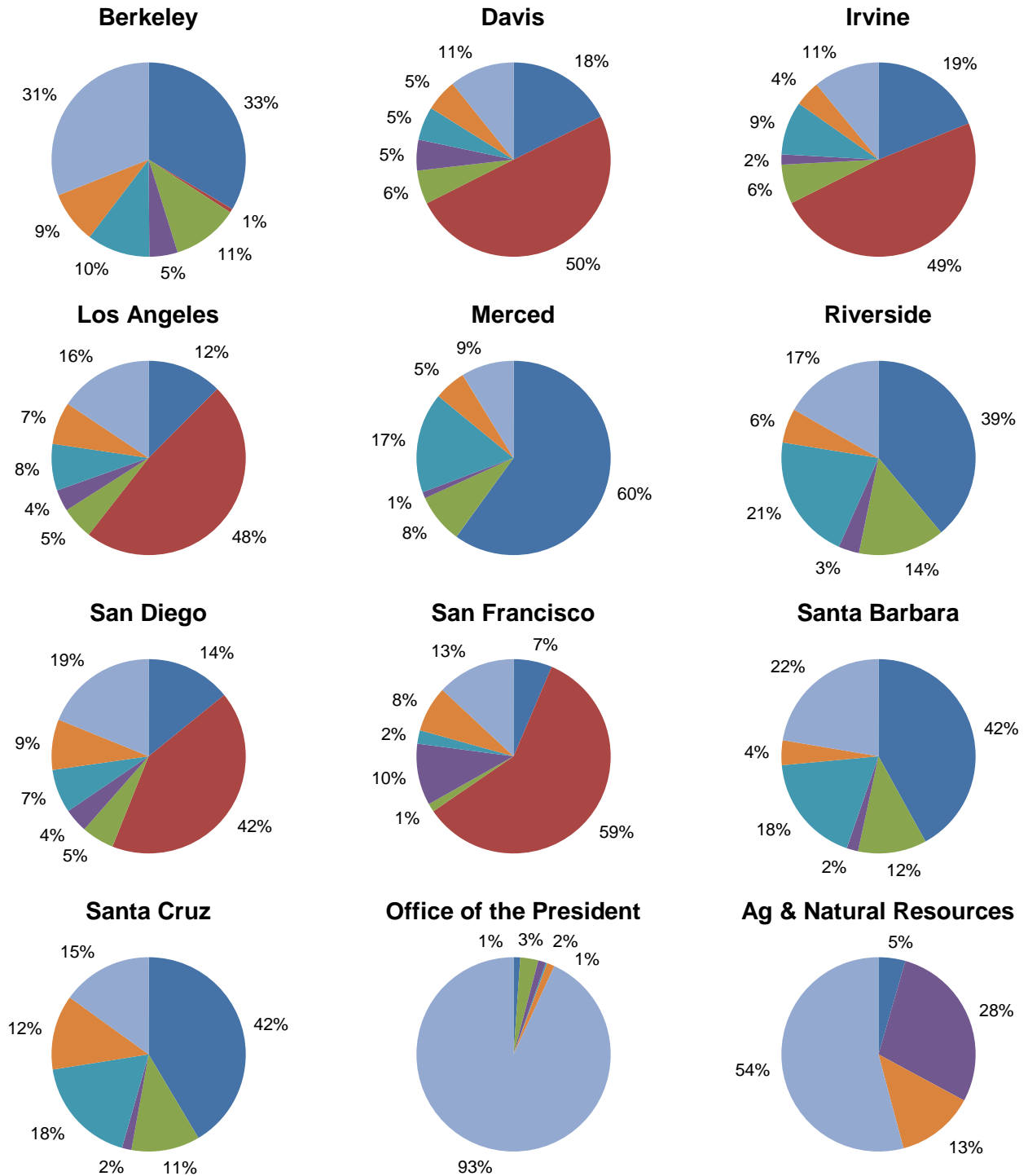
**Chart 24: Percentage of Staff FTE by Fund Source  
(Base Pay only)  
All Appointment Types, Including Students Working in Staff Titles**



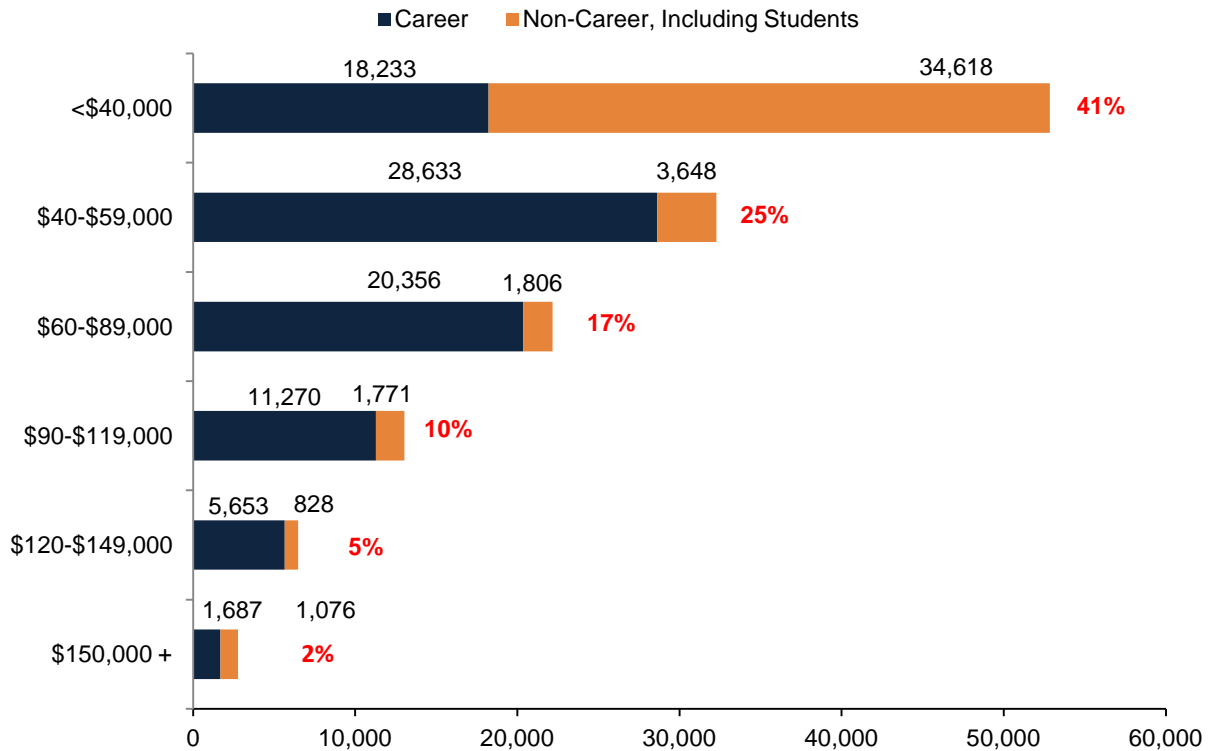
In keeping with the trend of the past decade, Hospital/Health Science Funds continue to form the largest proportion of funding for staff FTE systemwide and continue to grow in comparison to other sources (38% in 2011, up from 32% in 2001). General Funds, which are made up primarily of funds from the State of California, make up a shrinking portion of the total: 18% in 2011, down from 28% in 2001. The portions of FTE paid from Federal funds and Contracts and Grants sources have remained stable over the past decade, while Tuition and Fees and Auxiliary Enterprises have increased by 1 percentage point each.

The funding detail by location, Chart 25, 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.

**Chart 25: Percentage of Staff FTE by Fund Source, by Location**  
 October 2011  
 All Appointment Types, Including Students Working in Staff Titles



**Chart 26: Staff Workforce Distribution of Annualized Salary Rates**  
 October 2011  
**All Appointment Types, Including Students Working in Staff Titles**  
**Headcount = 129,579**

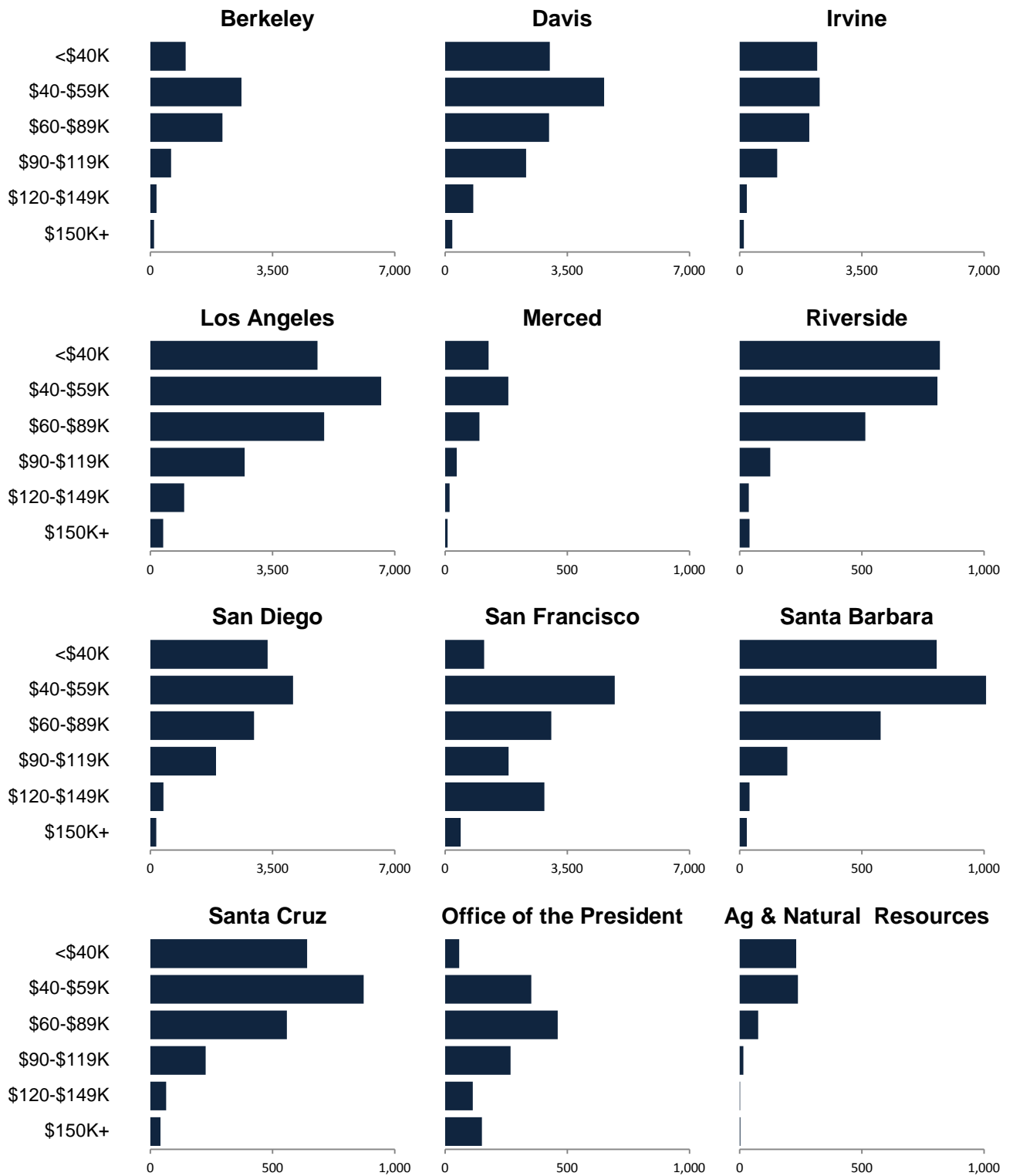


Notes: Includes base salary only. Does not reflect reductions due to staff participation in the voluntary ERIT (Employee Reduction in Time) program.

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 group of career staff falls within the salary range of \$40,000 to \$59,000, and the average annual salary for all career staff in 2011 was \$65,260. 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.

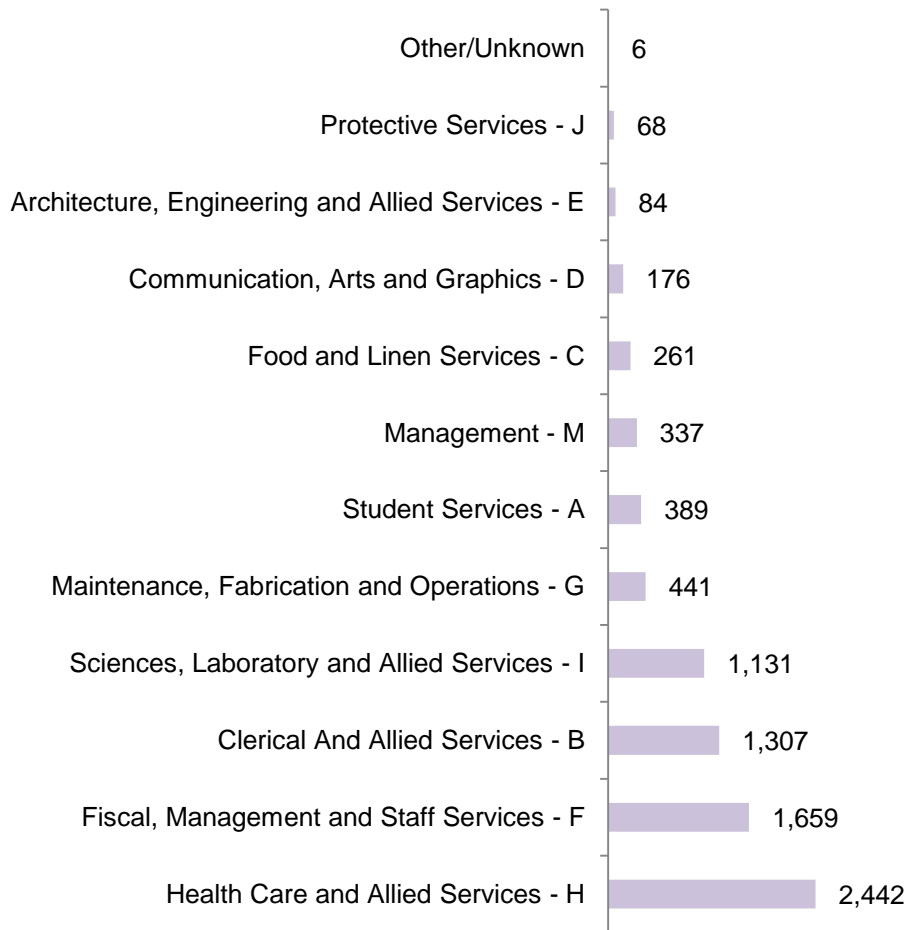
**Chart 27: CAREER STAFF – Staff Workforce Distribution of Annualized Salary Rates**  
October 2011



Please note scale differences

**Chart 28 CAREER STAFF – Staff Workforce New Hires by Occupational Group<sup>1</sup>**  
Fiscal Year 2010-11

**Career Staff Headcount = 85,832**  
**Career Staff Hired in FY 2010-11 = 8,301**



Systemwide data for fiscal year 2010-11 indicates that the largest group (29%) 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 *all* occupational groups, except Sciences, Laboratory & Allied Services, increased from the previous fiscal year.

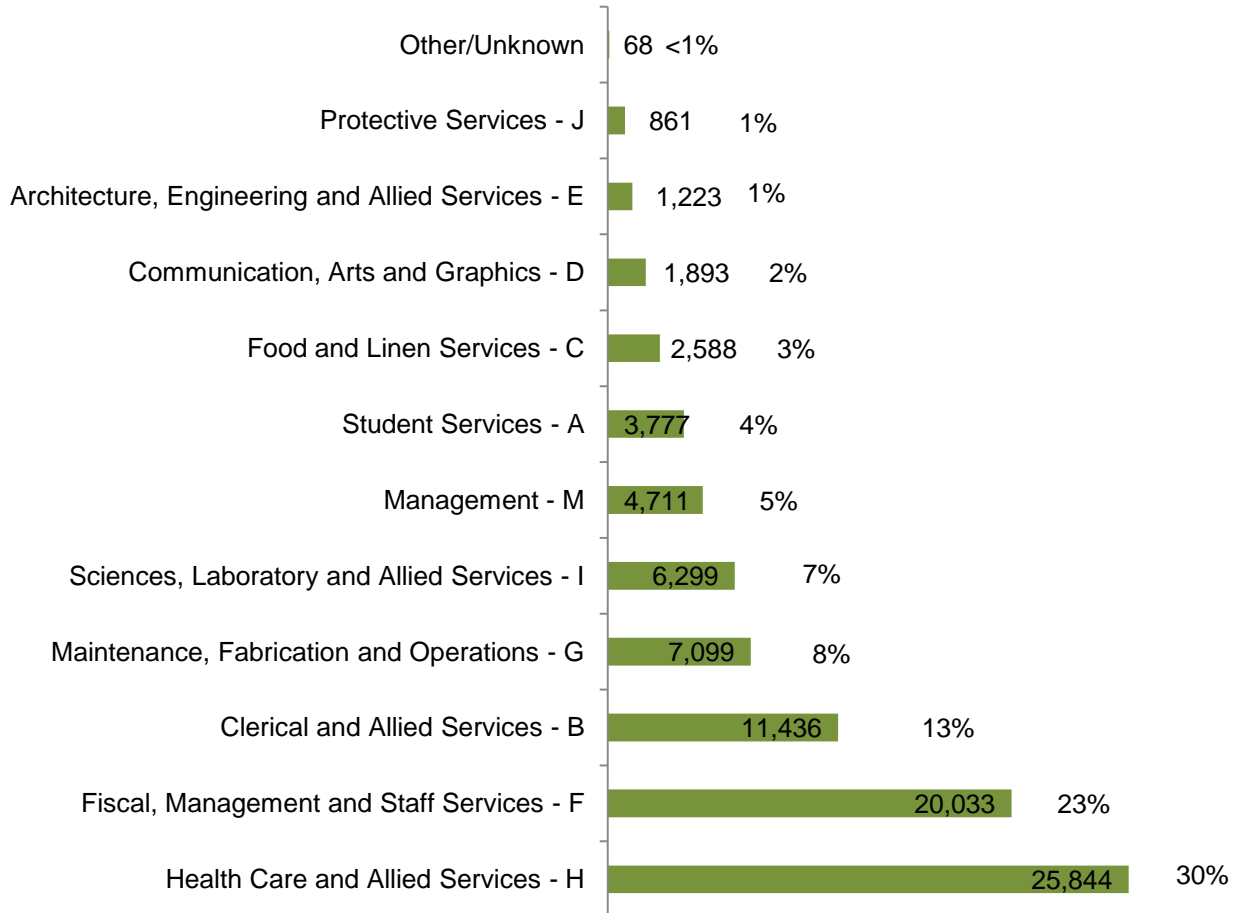
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
New Hires	9,629	10,620	12,049	12,920	12,415	9,072	6,333	8,301

<sup>1</sup> Refer to Appendix A for representative titles in the eleven occupational groups.



**Chart 29: CAREER STAFF – Staff Workforce by Occupational Group**  
October 2011

**Career Staff Headcount = 85,832**

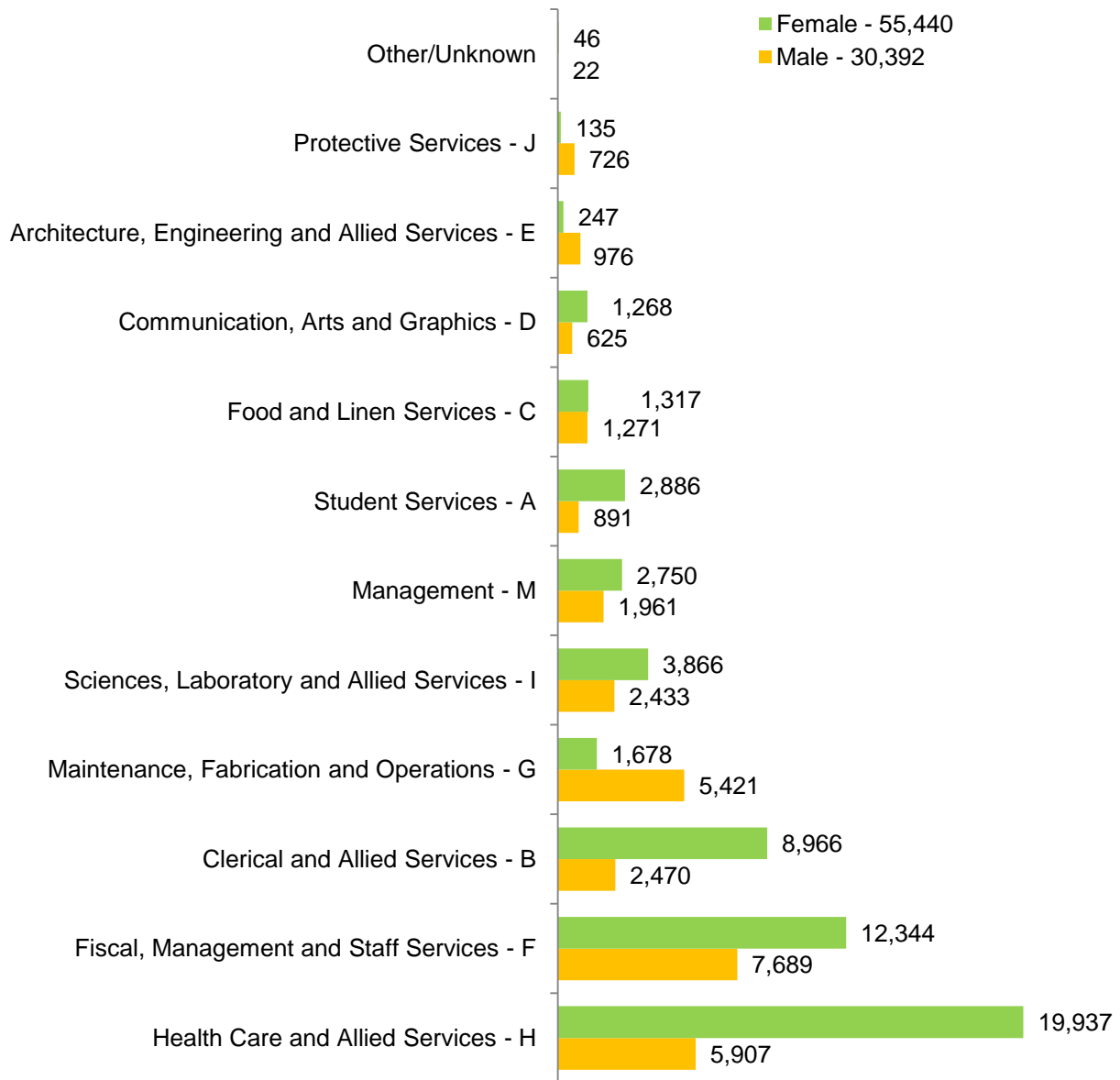


Note: Due to rounding, percentages do not total 100%.

About 30% – almost one-third – of the career staff work in a health care related occupation. Since 2001, the number of staff in health care occupations has increased by over 43%, from 18,080 to 25,844, reflecting a large expansion in the size and scope of the teaching hospital enterprise.

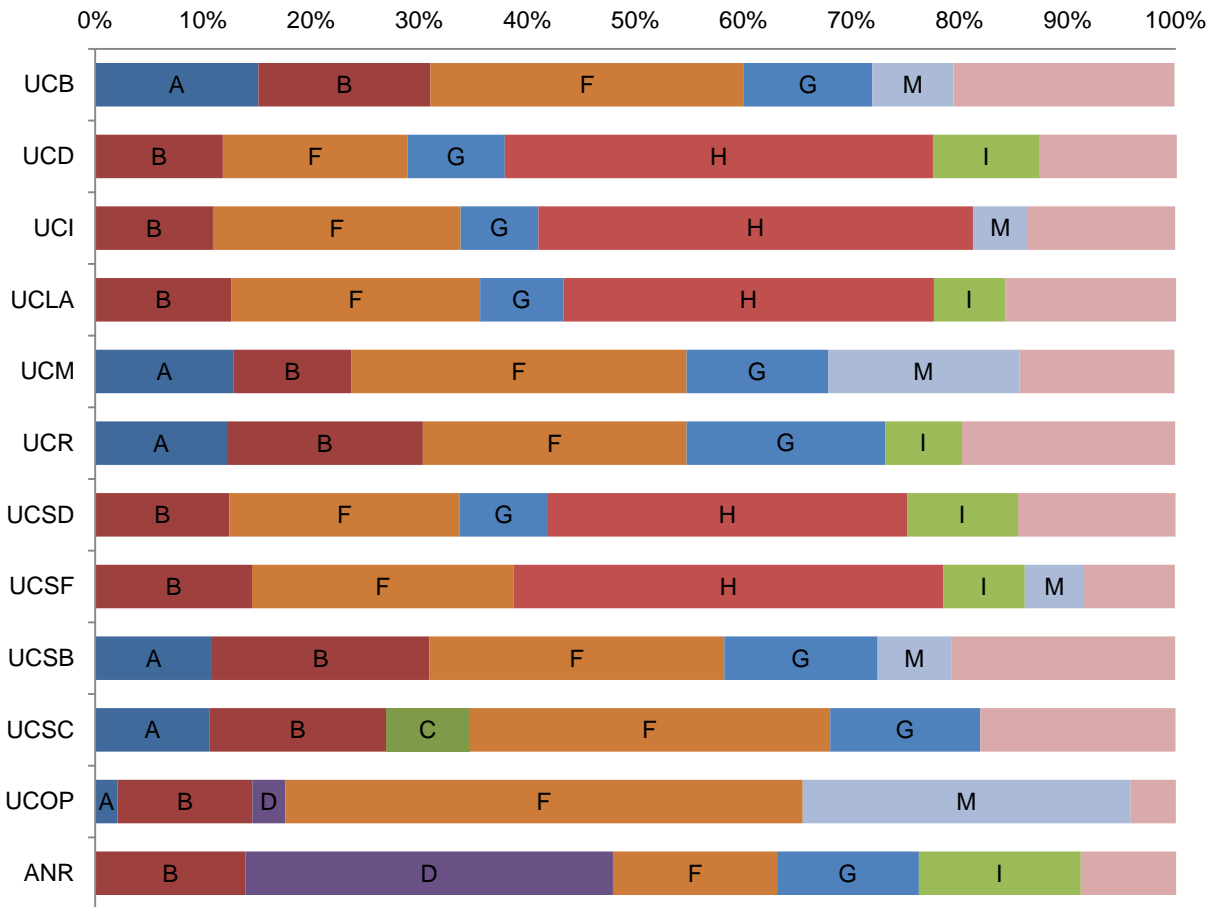
**Chart 30: CAREER STAFF – Staff Workforce by Occupational Group and Gender**  
October 2011

**Career Staff Headcount = 85,832**



At 65% 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 several occupational groups: protective services, architecture & engineering and maintenance operations, in which male employees substantially exceed the number of female workers.

**Chart 31: CAREER STAFF – Staff Workforce by Occupational Group by Location**  
 October 2011  
 (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 as would be expected, 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 Service (which is the occupational grouping for most computer-related positions).

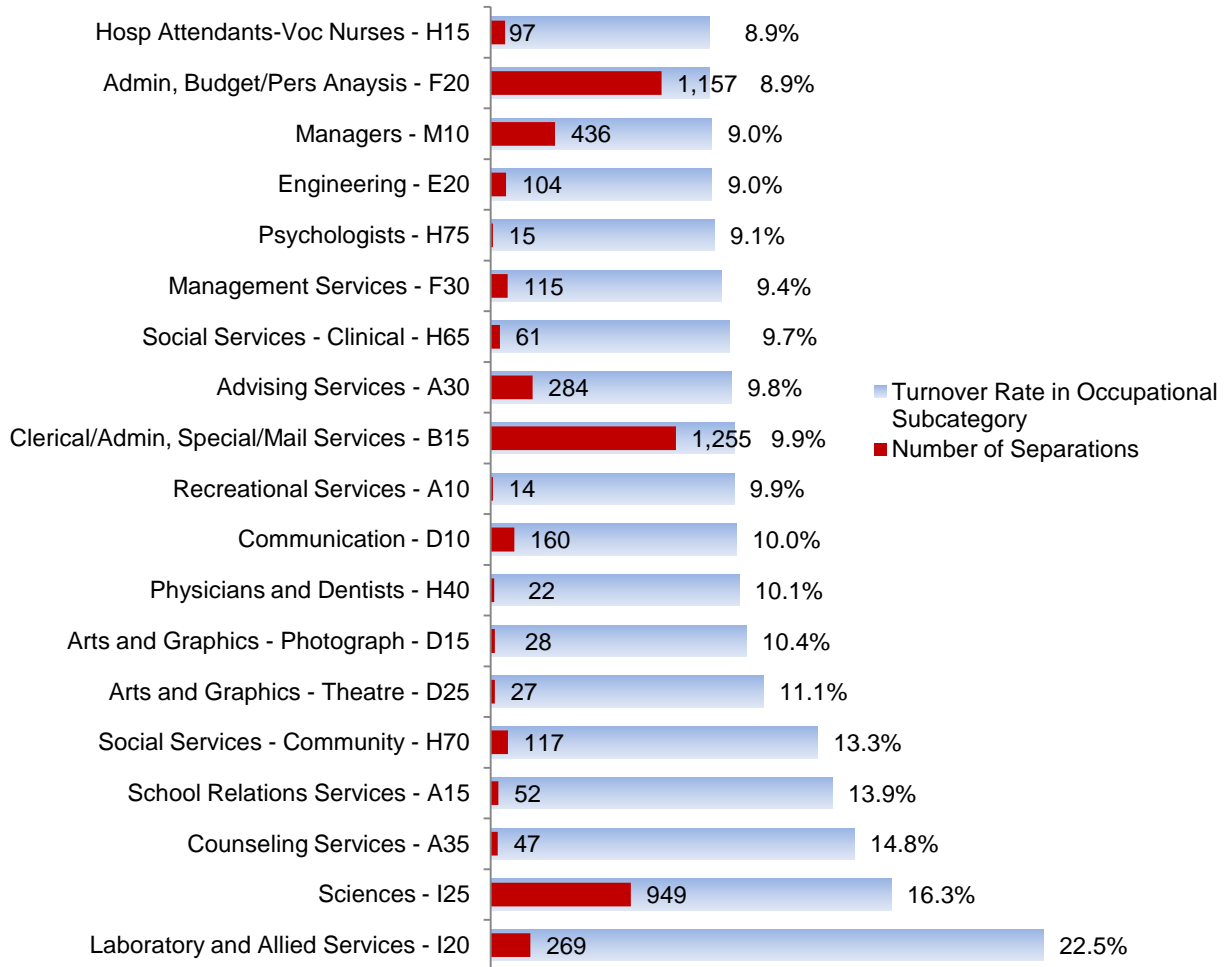
**Occupational Groups:**

- 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

**Chart 32: CAREER STAFF – Staff Workforce Occupational Subcategories with Above-Average Turnover**

Fiscal Year 2010-11

**Systemwide Average Turnover Rate  
for Career Staff in All Occupational Groups: 8.7%  
Number of Separations: 8,198**



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%.

This chart shows the career staff turnover in Fiscal Year 2010-11, by occupational sub groups if the turnover is greater than 8.7%, (the systemwide turnover average rate for the entire career staff workforce). The red bars show the number of separations in the individual occupational subcategory. For example in the Clerical (B15) subcategory, 1,255 employees separated – 9.9% of the total headcount of 12,622 in that occupational subcategory. The Laboratory and Allied Services (I20) turnover rate continues to be very high at 22.5%, (269 employees in a group of 1,197). Historically, this subcategory has high turnover. Like last fiscal year, the number of separations in the occupational category of Manager (M10) continues above the workforce separation average. 436 employees in manager positions left the University in FY 2010-11. Systemwide this group has 4,847 employees and the positions are in the MSP program.

**Chart 33: CAREER STAFF – Staff Workforce Turnover Rate by Location**  
 Fiscal Year 2010-11  
 All Personnel Programs

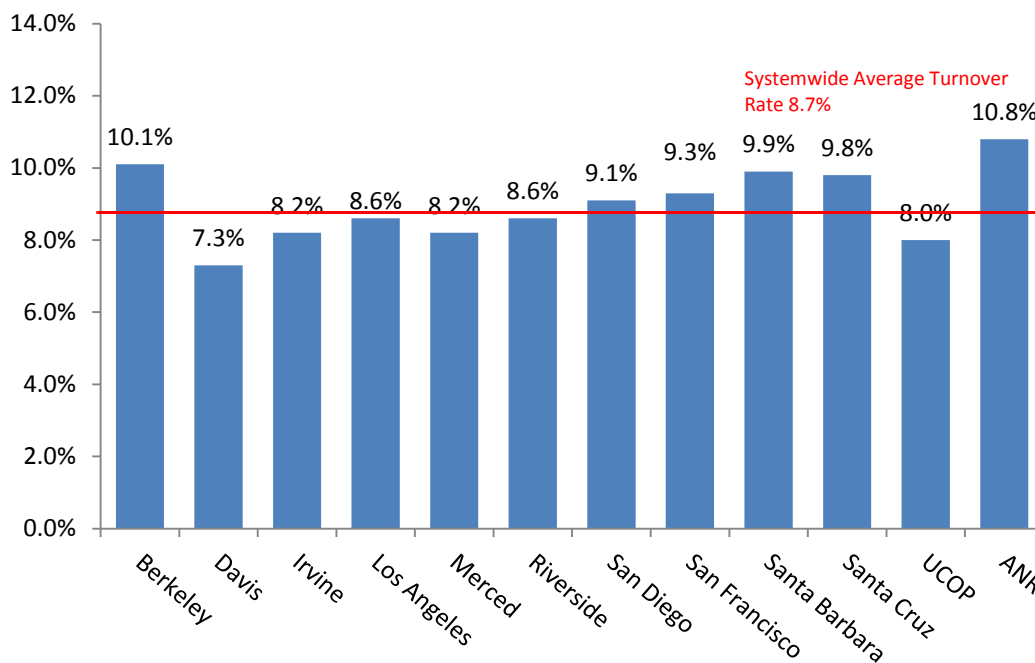


Chart 33 above shows that in FY 2010-11 the overall turnover rate at ANR, Berkeley, Santa Barbara and Santa Cruz was noticeably higher than the systemwide average. Davis and UCOP experienced notably less turnover than the systemwide average in 2010-11.

As Table 8 below shows, in fiscal year 2010-11 the overall turnover rate remained constant from 2009-10. The systemwide career staff turnover rate had been steadily declining over time, reaching its lowest value in 2008-09 and then rising 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 reflects the lack of job opportunities in the employment market. As the economic recession eases and employment opportunities increase in California, staff turnover is expected to increase.

**Table 8: CAREER STAFF Turnover Rates**  
 Fiscal Year 2003-04 through 2010-11

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Turnover Rate	10.5%	11.5%	11.5%	11.3%	10.3%	8.4%	8.7%	8.7%

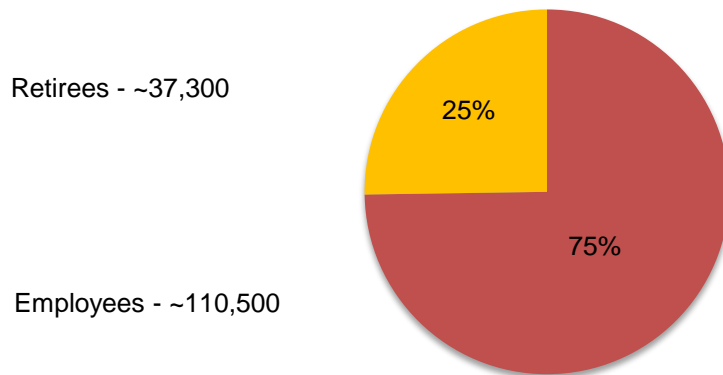
**Table 9: CAREER STAFF – Staff Workforce Occupational Subcategories with Five Highest Turnover Rates by Location**  
**Fiscal Year 2010-11**  
**All Personnel Programs**

	<u>Hdct.</u>	<u>Sep.</u>	<u>Turnover Rate</u>		<u>Hdct.</u>	<u>Sep.</u>	<u>Turnover Rate</u>
<b>Berkeley</b>				<b>Davis</b>			
Sciences-I25	188	40	21.3%	Recreational Services-A10	28	6	21.4%
Counseling Services-A35	109	17	15.6%	Psychologists-H75	37	6	16.2%
School Relations Services-A15	323	47	14.6%	Laboratory and Allied Services-I20	155	21	13.5%
Sciences-I25	319	45	14.1%	Social Services - Community-H70	243	30	12.3%
Police and Fire Services-J10	69	8	11.6%	Fiscal Services-F35	41	5	12.2%
<b>Irvine</b>				<b>Los Angeles</b>			
Laboratory and Allied Services-I20	101	29	28.7%	Laboratory and Allied Services-I20	217	60	27.6%
Sciences-I25	230	43	18.7%	Counseling Services-A35	32	6	18.8%
Counseling Services-A35	33	6	18.2%	Sciences-I25	1,359	236	17.4%
Hosp Attendants-Voc Nurses-H15	93	16	17.2%	Computer Operations-F10	31	5	16.1%
Social Services - Community-H70	126	19	15.1%	Engineering-E20	162	21	13.0%
<b>Merced</b>				<b>Riverside</b>			
Sciences-I25	22	4	18.2%	Laboratory and Allied Services-I20	71	14	19.7%
Executive Program-M05	13	2	15.4%	Food Service Management-C10	30	5	16.7%
Admin, Budget/Pers Analysis-F20	123	14	11.4%	Management Services-F30	38	6	15.8%
Residential Services-A20	10	1	10.0%	Sciences-I25	134	18	13.4%
Clerical/Admin, Special/Mail S-B15	72	7	9.7%	Advising Services-A30	253	32	12.6%
<b>San Diego</b>				<b>San Francisco</b>			
Laboratory and Allied Services-I20	194	46	23.7%	Sciences-I25	1,067	240	22.5%
Parking and Guard Services-J15	36	7	19.4%	Laboratory and Allied Services-I20	141	28	19.9%
Counseling Services-A35	50	8	16.0%	Computer Operations-F10	53	8	15.1%
Sciences-I25	1,303	209	16.0%	Fiscal Services-F35	62	9	14.5%
Social Services - Community-H70	285	40	14.0%	Social Services - Community-H70	85	12	14.1%
<b>Santa Barbara</b>				<b>Santa Cruz</b>			
Laboratory and Allied Services-I20	46	10	21.7%	Laboratory and Allied Services-I20	37	13	35.1%
Arts and Graphics-Photograph-D15	25	5	20.0%	Clerical/Admin, Special/Mail S-B15	464	62	13.4%
Arts and Graphics-Theatre-D25	27	5	18.5%	Phys Plan Svcs-Maintenance-G25	95	12	12.6%
Communication-D10	34	5	14.7%	Management Services-F30	105	12	11.4%
Medical Aux Svcs-Misc-H45	33	4	12.1%	Managers-M10	166	19	11.4%
<b>Office of the President</b>				<b>ANR</b>			
Other/Unknown	26	4	15.4%	Other/Unknown	26	4	15.4%
Technical & Operations Svcs-G40	29	3	10.3%	Technical & Operations Svcs-G40	29	3	10.3%
Clerical/Admin, Special/Mail S-B15	196	20	10.2%	Clerical/Admin, Special/Mail S-B15	196	20	10.2%
Communication-D10	41	4	9.8%	Communication-D10	41	4	9.8%
Managers-M10	413	37	9.0%	Managers-M10	413	37	9.0%

Note: Includes only occupational subgroups with at least 25 incumbents and a turnover rate greater than the systemwide FY 2010-11 average of 8.7 % (except for UC Merced).

## PART II: UNIVERSITY BENEFITS

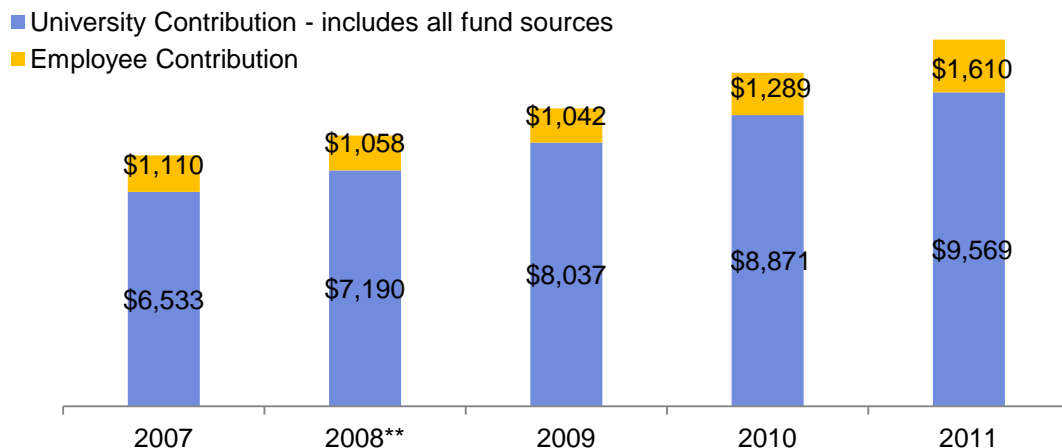
**Chart 34: Medical Plan Coverage**  
**Headcount of Staff, Academic Appointees, LBNL Personnel, and Retirees**  
**Enrollment ~147,800\***



\*Primary subscribers (employees and retirees) only — data do not include family members. Headcounts are rounded.

Due primarily to the increase in the retiree population, the number of employees and retirees enrolled in a UC medical plan is approximately one percent higher than 2010 enrollments.

**Chart 35: Medical Plan Coverage Per Capita Costs**  
**Staff and Academic Appointees†**



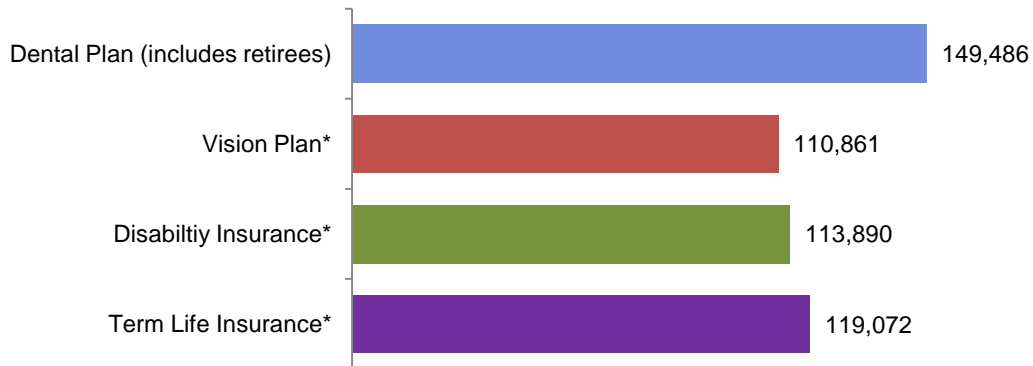
	2007	2008**	2009	2010	2011
<b>Average annual total cost per employee</b>	\$7,643	\$8,248	\$9,079	\$10,160	\$11,179
<b>Average Share Paid by Employee</b>	15%	13%	11%	13%	14%

†Excludes LBNL personnel and retirees.

\*\*Corrected for 2008.

The average cost of providing medical plan coverage continues to increase. Since 2007, the average total medical plan coverage cost has increased by 46%. During this time the University's contribution, on average, has varied between 85-88% of the total premium cost. In 2011, on average, the employee's share of the coverage cost increased by 25% from 2010.

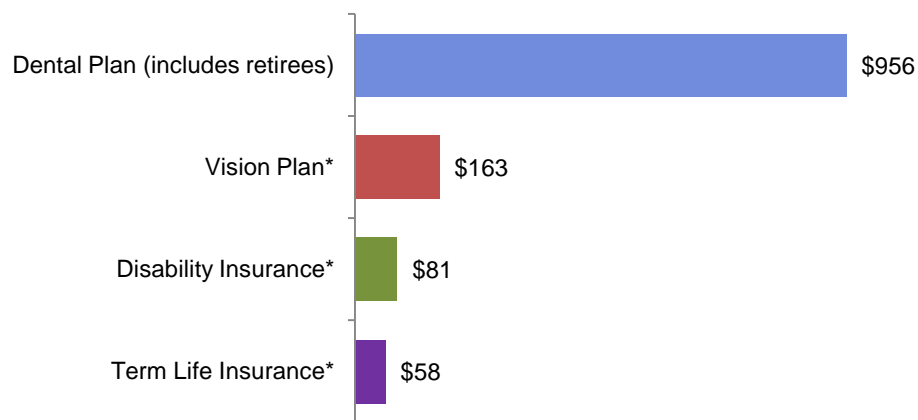
**Chart 36: Other University-Paid Health Plan Enrollments**  
**Staff, Academic Appointees, LBNL Personnel, and Retirees**  
 Data do not include employee family members



Enrollments in the dental plans have increased by approximately 2% from 2010. Other plan enrollments increased by less than 1%.

**Chart 37: Average Annual UC Contribution for Health and Welfare Benefits (excluding Medical)**  
**Staff, Academic Appointees, LBNL Personnel and Retirees**

**2011 Total University Contribution: \$1,258**  
**Employee/Retiree Contribution: \$0\***



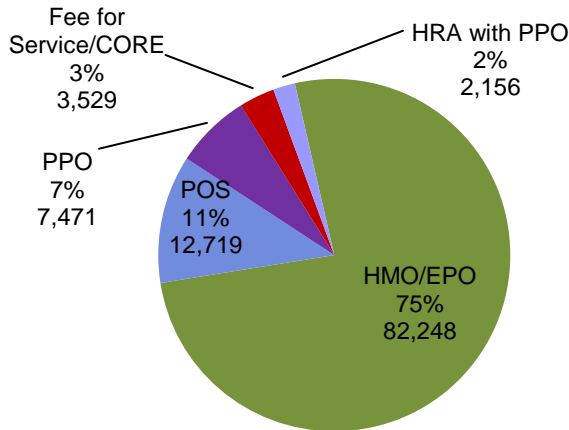
\*UC-paid vision, disability, and term life insurance are not continued into retirement. Retirees may continue vision coverage but must pay full cost.

The University's annual average contribution for non-medical benefits increased by 5% over the previous year due to an increase in dental coverage costs in 2011. Other plan costs remained stable with a slight increase.



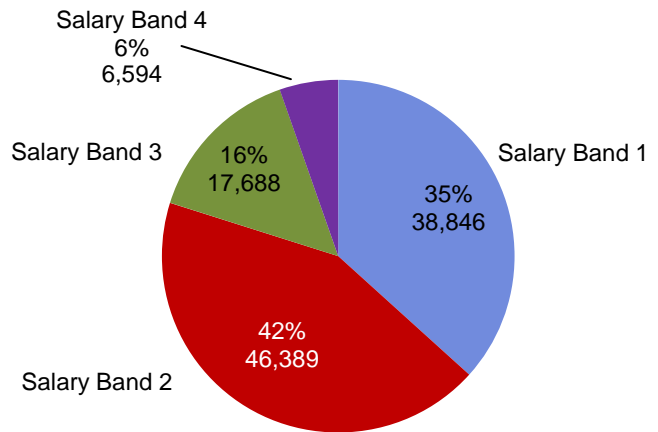
**Chart 38: Medical Plan Enrollment Statistics – Active Members Only**

**By Medical Plan Type\***



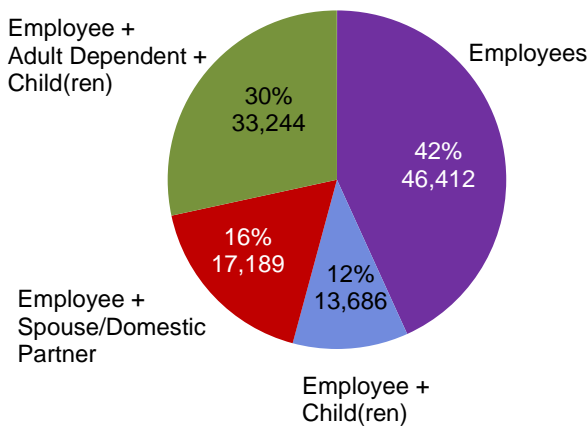
\*Refer to Appendix B, Glossary of Terms for Medical Plan Type definitions.

**By Salary Band**

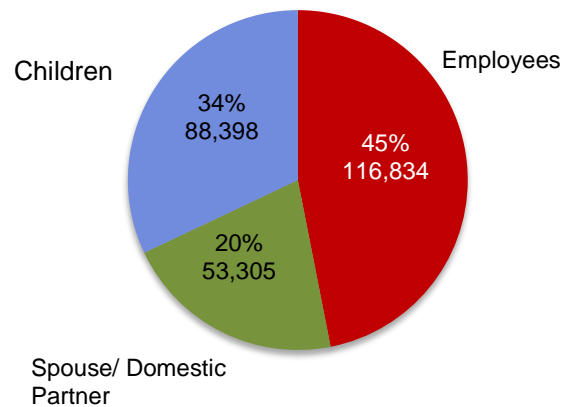


Salary Band 1: Less than \$47,001  
 Salary Band 2: \$47,001 - \$93,000  
 Salary Band 3: \$93,001 - \$140,000  
 Salary Band 4: More than \$140,000

**By Coverage Category**



**By Dependent Type**

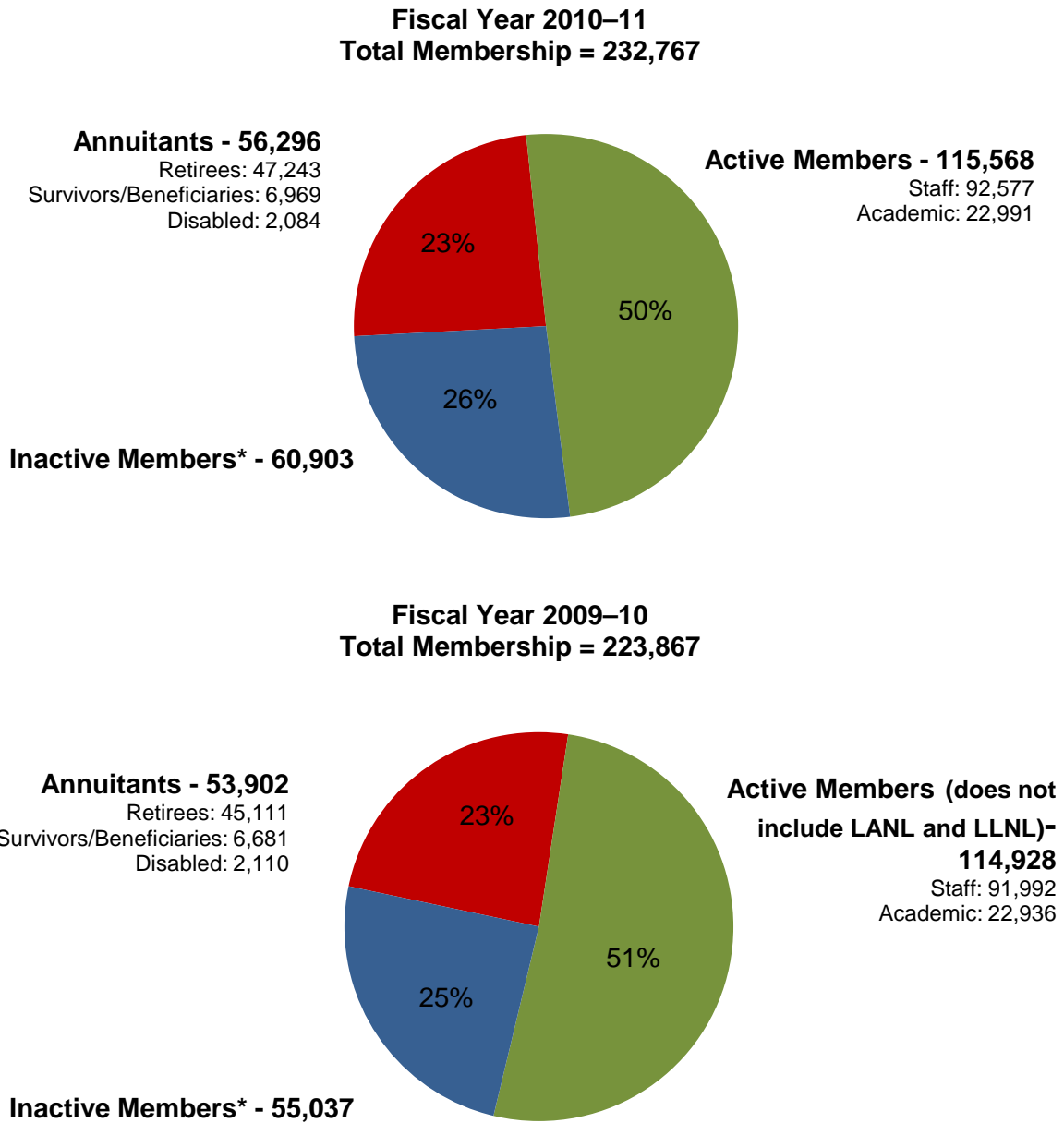


Due to rounding, percentages may not total 100%.

The University's medical program provides coverage for approximately 116,800 employees, 52,000 spouses/domestic partners and 88,000 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 2011, 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 a 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 for determining 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).

**Chart 39: University of California Retirement Plan (UCRP) Membership Staff, Academic Appointees, LBNL Personnel, and Annuitants**  
 Fiscal Years: 2009-10 and 2010-11

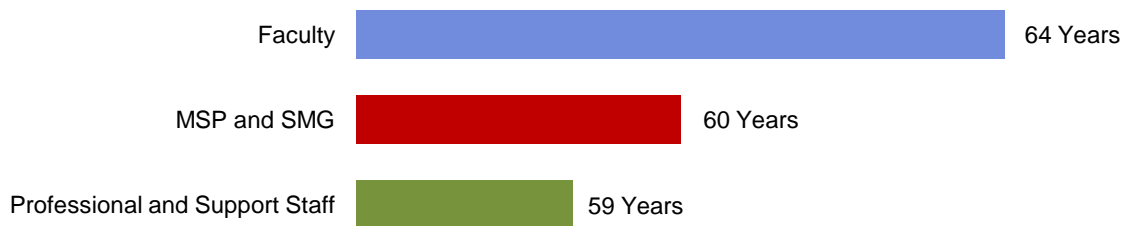


\*Includes terminated non-vested members who are due a refund of member contributions or CAP balance payment (includes LLNL and LANL).

Membership in UCRP increased by 3.9% in 2010-11.

**Chart 40: UCRP Membership  
Staff, Academic Appointees and LBNL Personnel  
Fiscal Year 2010-11**

### Average Retirement Age



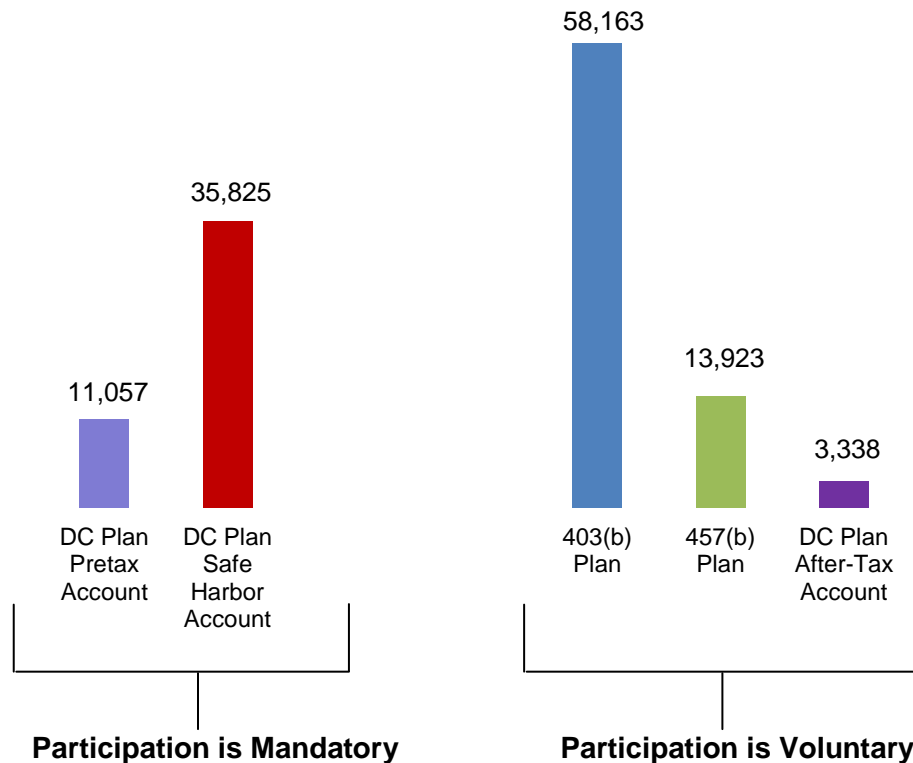
### Average Years of Service Credit at Retirement



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 2010-11 staff now retire from UC with more years of UCRP service credit but at an earlier age which is unchanged from FY 2009-10. Currently, employees age 50 with 5 years of UCRP service credit are eligible to retire from UC. The minimum retirement age for new employees hired on or after July 1, 2013 will be age 55 (with five years of UCRP service credit).

**Chart 41: Participation in UC Tax-Deferred 403(b), 457(b) and Defined Contribution Plans (DC Plan)**  
**Staff, Academic Appointees, LBNL Personnel, and Annuitants**  
 Fiscal Year 2010-11

(Headcount – Includes active participants)



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 2010-11, participation grew to over 75,000 – nearly tripling the number of active participants in 20 years.

Notes: Data shown above excludes all DOE National Laboratory employees, except Lawrence Berkeley National Laboratory employees. Participation counts are duplicated, as employees may participate in one or more savings plan.

\*The redirection of UCRP member contributions to the DC Plan ended for most employees in May 2010.

## 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

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\*As referenced in Charts 28, 29 30, 31, and 32 and Table 9 of this Report.

**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 Nonexclusively 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.

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

**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, 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.