

University of California Staff Workforce Profile 2014



© 2015 University of California

The Staff Workforce Profile provides a picture of the University of California staff workforce, which is made up of employees in executive, management, clerical/administrative, clinical, technical, maintenance and many other occupational areas, and includes student staff. Because of this specific focus on the staff population, this Profile excludes academic appointees such as faculty, professional researchers, graduate student appointees, and postdoctoral scholars, except for some data on retirement and health and welfare benefits.

UNIVERSITY OF CALIFORNIA STAFF WORKFORCE PROFILE 2014

TABLE OF CONTENTS

INTRODUCTION	2
PART I: KEY FINDINGS	
Intro: Introduction to Key Findings	3
KF 1: Retirement Growth	4
KF 2: Turnover Likely to Increase	5
KF 3: Rise In Temporary Hires.....	6
KF 4: Campus Workforce Funding Source Changes.....	7
KF 5: Ethnic Diversity and Gender Representation	8
PART II: STAFF WORKFORCE PROFILE	
WP 1: Statistical Snapshot	10
WP 2: Staff Workforce and Policy-Covered and Union-Represented.....	11
WP 3: Campus and Medical Centers.....	23
WP 4: Age Distribution	25
WP 5: New Hires and Length of Service	28
WP 6: Turnover.....	32
WP 7: Gender Representation	35
WP 8: Ethnic Diversity Representation.....	37
WP 9: Funding Sources	40
WP 10: Average Salaries	42
PART III: BENEFITS	
B 1: Medical.....	44
B 2: Retirement	47
APPENDICES	
Appendix A – Outline of Occupational Groups and Representative Titles	50
Appendix B – Glossary of Terms.....	52

INTRODUCTION

Working at the University of California means being part of a unique institution, and a vibrant community of over 200,000 employees, including over 60,000 academic appointees (faculty, researchers, graduate assistants, etc.)* and over 140,000 staff. As the world's leading public research university, we educate students, 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 2014 edition presents a statistical snapshot of UC's staff workforce as of October 2014. Retirement Savings Plan information is current as of June 2014. 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 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	142,879
Total Staff FTE** including LBNL	105,484
Total Academic Appointees**	60,091
Total Staff Minority Representation	52%
Total Staff Female Representation	65%
Total Staff Male Representation	35%
Career Staff Average Age	44
Career Staff Average Length of Service	9 Years
Career Staff Percent 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>

Workforce data in the Profile was 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).

**Faculty and other academic appointees are not included in other data in this profile, which is focused on the Staff Workforce. The source of academic appointee count is from the Corporate Personnel System (CPS) as of October 2014 and excludes UC Hastings and LBNL.*

*** Full Time Equivalent (FTE)*

University of California Workforce Profile 2014

PART I: KEY FINDINGS

INTRODUCTION TO KEY FINDINGS

The Key Findings section was a new addition to the Staff Workforce Profile report in the 2013 publication. It is focused on workforce trends that may be significant to the future of the University.

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

Key Finding 1: It is likely that 36% of the UC workforce will retire in the next decade. UC will also have more difficulty filling those vacancies from within as the number of employees in the 40-49 age range continues to diminish. This could lead to issues such as longer learning curves, retaining institutional knowledge, and increasing costs for external hires.

Key Finding 2: Historical turnover rate patterns suggest a possible increase in overall turnover rates in the UC Workforce in the coming years. Turnover in the last decade declined from a high of 11.5% in 2005-06 to a low of 8.4% in 2008-09. With the 2013-14 turnover rate close to the 2008-09 rate at 8.5%, a rise in turnover is anticipated in the coming years.

Key Finding 3: Temporary hires have grown faster than Career appointments in the past five years, ranging from 2.6 to 5.2% growth in Non-Career appointments compared to -0.8 to 2.8% growth in Career appointments. Most of the growth in temporary hires is attributed to increases in student employment.

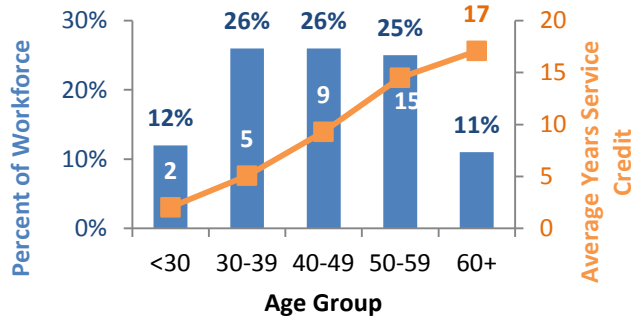
Key Finding 4: Over the last decade, workforce funded by Hospital/Health Science Funds have increased from 32 to 40% of all funding sources, while those funded by General Funds (state funding) have decreased significantly, from 24 to 15% of all funding sources.

Key Finding 5: Overall minority representation among Career staff increased from 47% in 2004 to 53.3% in 2014. However, much of this growth was in the Professional and Support Staff (PSS) personnel program. Women and minorities remain underrepresented in positions of leadership. Whites make up 77% of employees in the Senior Management Group (SMG) and 69% employees in the Manager and Senior Professional (MSP) personnel program. And though 65% of the Career staff workforce, women represent 54% of all MSP employees and 39% of SMG employees.

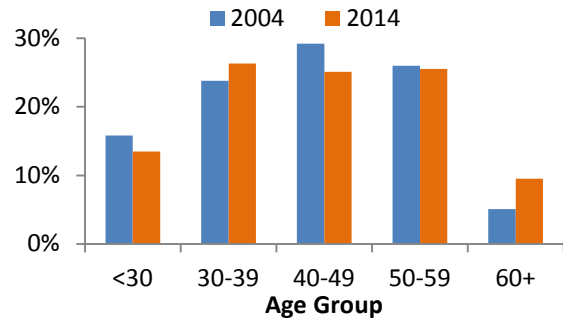
KEY FINDING 1: RETIREMENT GROWTH

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* Oct 2014



KF 1.2: Percent Career Staff Workforce by Age Range** Oct 2004 and Oct 2014

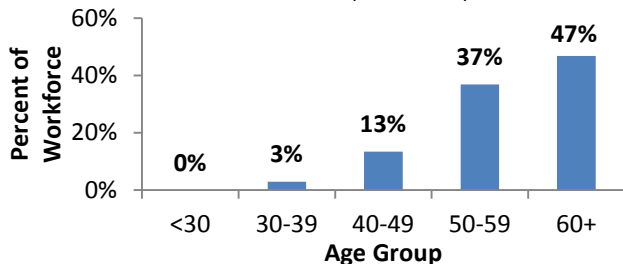


Note: Minor differences in Percent of Workforce by age range in KF1.1 and KF1.2 due to KF 1.1 using UCRP data source in order to include Service Credit.

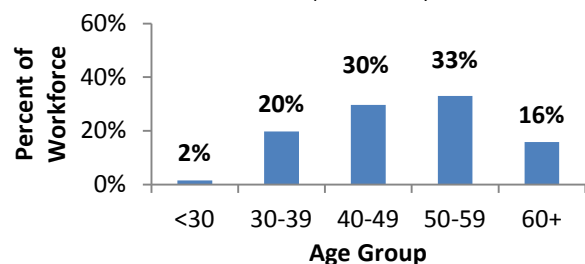
KF 1.1 shows that 36% of the workforce is age 50 or older, and averages at least 15 years of service credit. The calculation UC uses to determine likelihood for a workforce member to retire is over age 60 and more than 19.65 years of service credit. Based on this definition, it is possible that within the next 10 years 36% of the UC's workforce will retire. This is an increase in 1% from last year. One percentage point is about 1400 employees across UC, which could mean a significant additional impact for a department or campus.

KF 1.2 shows that as the percent of the workforce 60 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 36% of the workforce who may retire over the next 10 years.

KF 1.3: SMG Age Distribution Oct 2014, All Appointment Types** Except Casual/Restricted (Students)



KF 1.4: MSP Age Distribution Oct 2014, All Appointment Types** Except Casual/Restricted (Students)



KF 1.3 and 1.4 both show that the majority of Senior Management Group (SMG) (84%) and Management and Senior Professionals (MSP) (50%) 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.

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

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

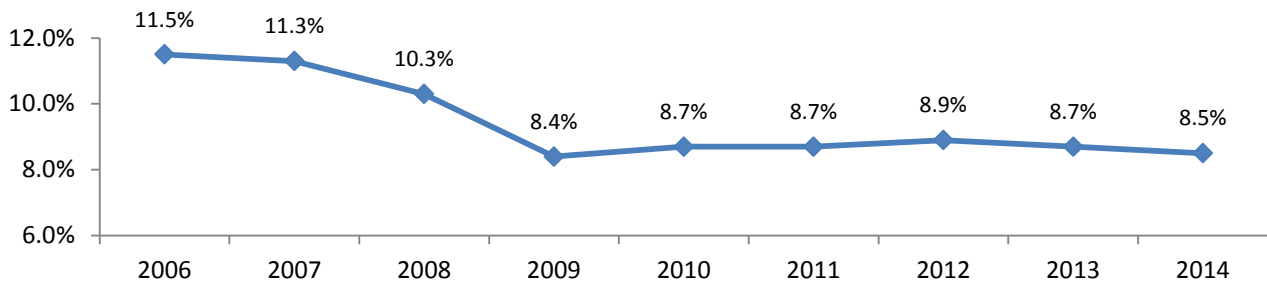
*** Refer to section WP 2.2 for more on personnel programs.

KEY FINDING 2: TURNOVER LIKELY TO INCREASE

Workforce data indicates 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 UC faces the likelihood of increasing retirements in the next 10 years (see Key Finding 1) and the labor market becomes more competitive due to continuing economic recovery, 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 2005-06

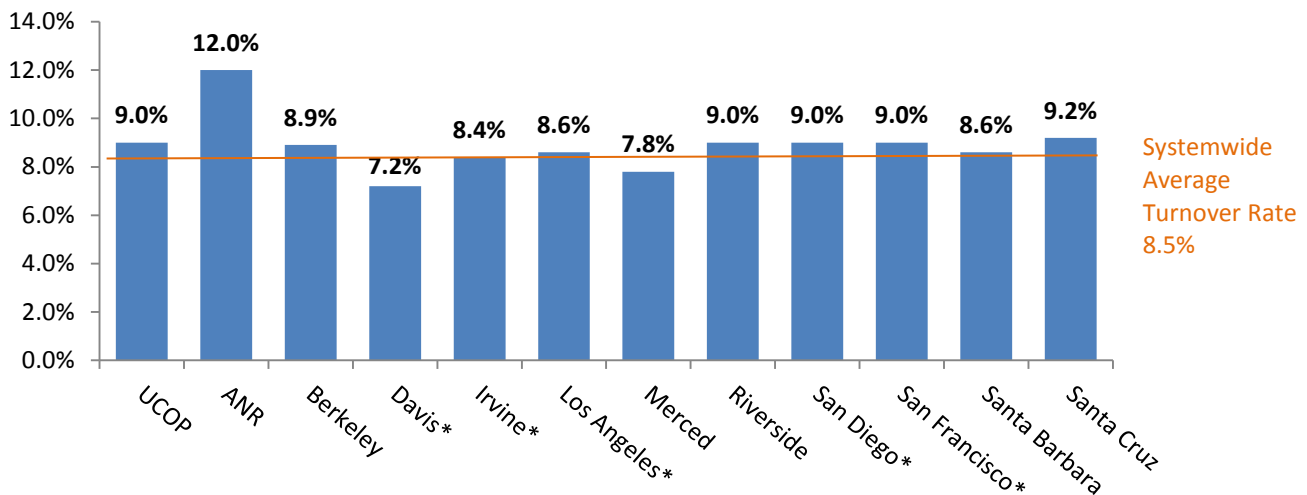
Fiscal Years, All Personnel Programs



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 economic recovery. As UC retirements occur and the economy continues to recover in California, staff turnover may return to higher, double-digit levels.

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

Fiscal Year 2013-14, All Personnel Programs



KF 2.2 shows the turnover rate at ANR was noticeably higher than the systemwide average, which is typical of each of the past several years. This is likely due in part to their small size, where a small number of changes have an impact on the turnover rate.

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.

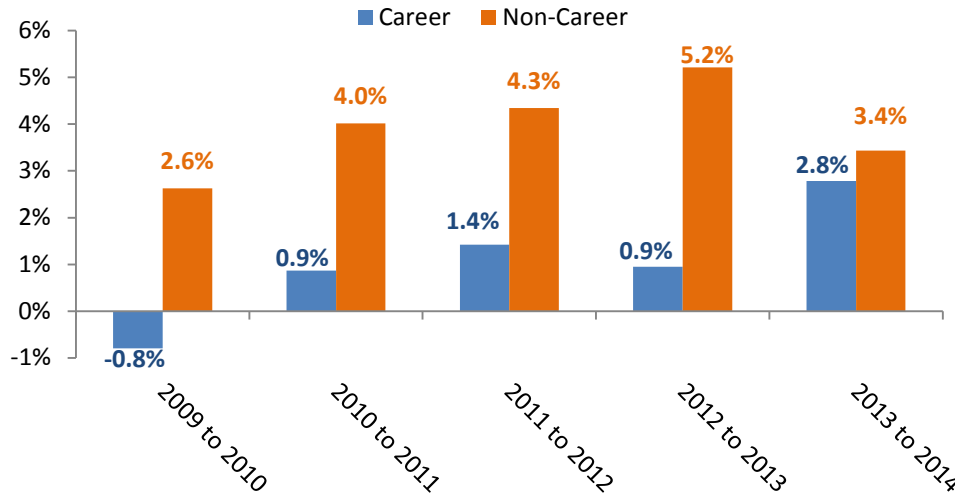
* Campus with a medical center.

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 8,696 vs. only 4,548 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 - 2014



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

Most of the headcount growth in Non-Career appointments is attributed to Casual Restricted/Student appointment types. This growth parallels growth in student enrollment. While Contract hires increased from 2010 to 2011 and 2012 to 2013, they tapered off from 2013 to 2014.

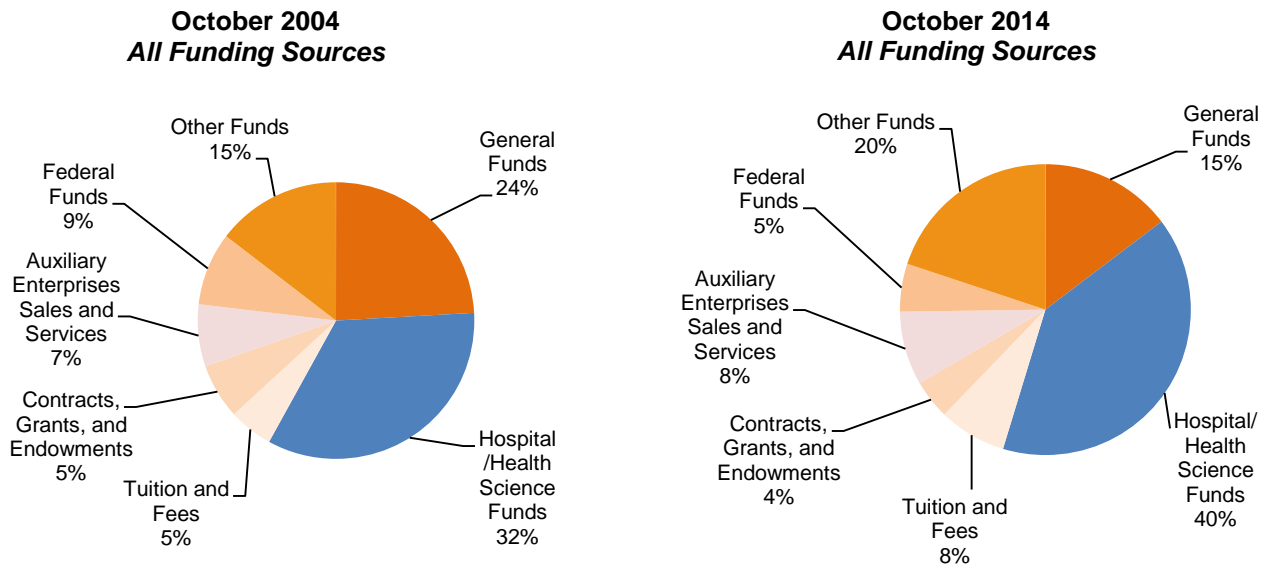
* Percent Headcount Growth from one year to the next.

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

Note: Refer to section WP-2.7 for more on appointment types and headcount by appointment types at UC.

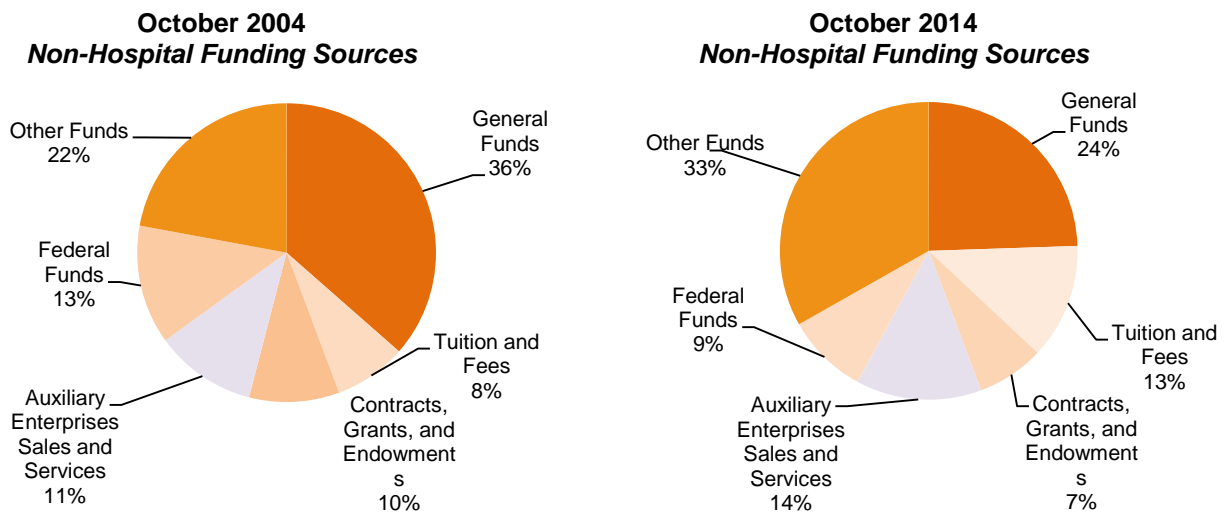
KEY FINDING 4: CAMPUS WORKFORCE FUNDING SOURCE CHANGES

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



KF 4.1 shows that during the last decade, FTE funded by Hospital/Health Science Funds continued to grow relative to General Funds (primarily State funding). Hospital/Health Science funds continue to cover the largest proportion of staff FTE systemwide. The FTE funded by this source continues to grow in comparison to other sources, from 32% of all funding sources in 2004 to 40% in 2014.

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



KF 4.2 shows that when hospital/health science funding sources are excluded, the percent of staff funded by General Funds (primarily State funding) has decreased significantly over the last decade from 36% in 2004 to 24% in 2014, 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%.

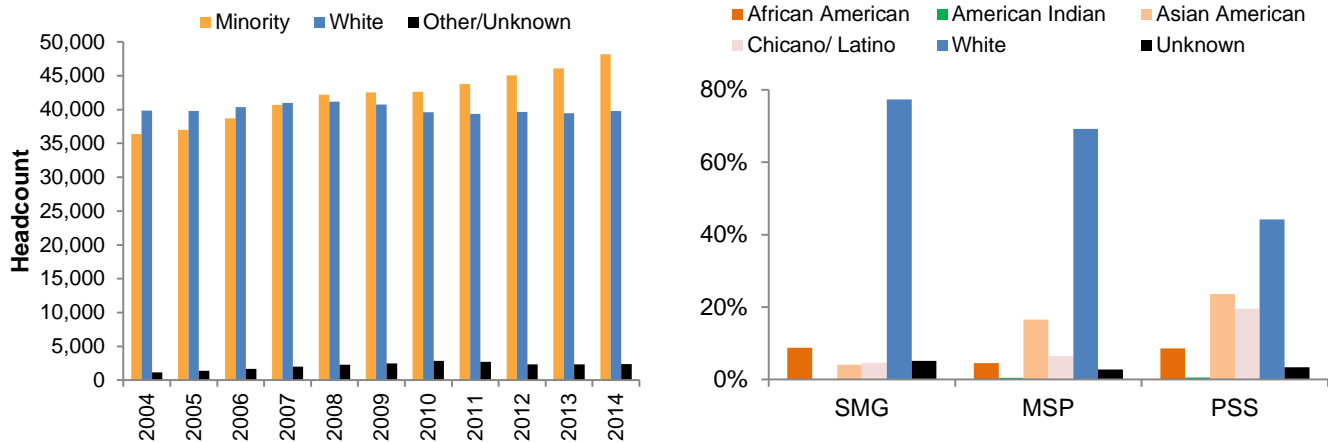
Note: Refer to section WP-9 for more on workforce funding sources at UC.

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

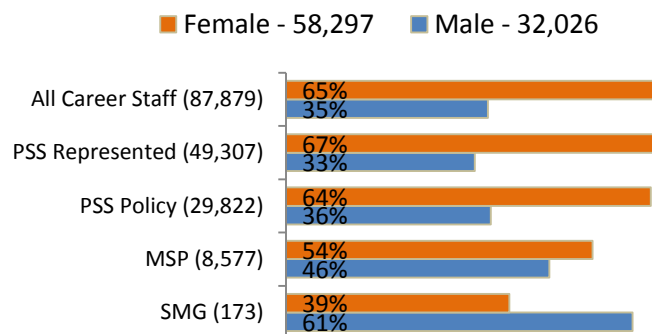
Gains have been made over the last decade at UC in overall ethnic diversity of the staff workforce, and overall female representation has remained steady at a rate of around two thirds of the staff workforce. However, ethnic minorities are underrepresented in Managers and Senior Professionals (MSP), 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 2004 – 2014, All Personnel Programs



The University has made a concerted effort to increase employee diversity. In 2004 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 2014



KF 5.2 shows the majority of the career staff workforce is female (65%). This is primarily due to the large representation of women in the Personnel and Support Staff (PSS) personnel program (49,307). In the MSP personnel program, the balance of gender is closer to parity (54% female: 46% male), and in the SMG personnel program, there are significantly more men than women: 39% female vs. 61% male.

KF 5.3: CAREER STAFF by Personnel Program and Gender
October 2004 and 2014

		2004 (Total 77,442)		2014 (Total 90,323)	
		Headcount	% of Total	Headcount	% of Total
All Career Staff	Female	50,184	65%	58,297	65%
	Male	27,258	35%	32,026	35%
	Total	77,442		90,323	
PSS Represented	Female	31,144	67%	33,618	67%
	Male	15,498	33%	16,661	33%
	Total	46,642		50,279	
PSS Policy	Female	16,134	64%	19,776	64%
	Male	8,901	36%	11,106	36%
	Total	25,035		30,882	
MSP	Female	2,820	52%	4,836	54%
	Male	2,636	48%	4,155	46%
	Total	5,456		8,991	
SMG (2014 equiv.)*	Female	63	30%	67	39%
	Male	150	70%	104	61%
	Total	213		171	
SMG (Acad. Admin.)*	Female	23	24%	-	
	Male	73	76%	-	
	Total	96		-	
SMG Total	Female	86	28%	67	39%
	Male	223	72%	104	61%
	Total	309		171	

KF 5.3 takes a look back at systemwide gender statistics for 2004, and shows a percentage distribution similar to 2014 for the PSS and MSP personnel programs. In the SMG personnel program, there has been an increase in the proportion of women: from 28% in 2004 to 39% in 2014.

*In 2010, Deans and other academic administrators who had previously been included in the SMG personnel program were moved to the Academic personnel program, in recognition that their role is primarily academic. In order to make a more equal comparison between 2004 and 2014, the chart above shows both the total headcount in the SMG program in 2004 as well as an estimated breakdown of those who would have been counted as SMG or as Academic Administrators, if the new definitions implemented in 2010 had been in force. This alternate view of the data shows the percentage of women in SMG titles in 2004 as 30%.

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 2014

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

	Headcount [†]	FTE
Professional and Support Staff (PSS).....	128,869.....	92,452
• Students (Casual/Restricted)	33,759.....	8,397
• PSS Excluding Students	95,110.....	84,054
Management and Senior Professionals (MSP).....	10,960.....	10,163
Senior Management Group (SMG)	171.....	171
➤ Staff Workforce Excluding Lawrence Berkeley National Laboratory (LBNL) [‡]	140,000.....	102,786
➤ LBNL Staff Workforce [§]	2,879.....	2,699
➤ UC Staff Workforce, including LBNL	142,879.....	105,484

WP 1.2: Selected Staff Workforce Characteristics (Excluding LBNL)

Minority Representation, Career Staff.....	52%
Gender Representation, Career Staff	
• Female	65%
• Male	35%
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.

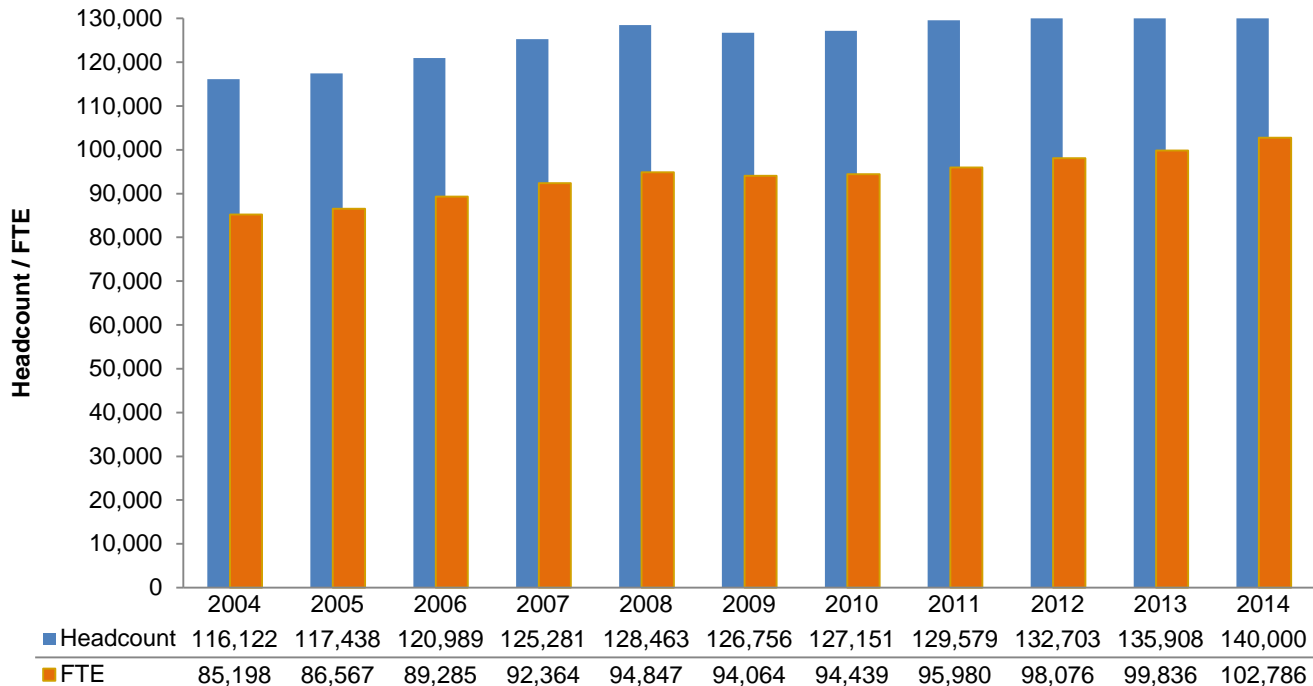
‡ Lawrence Berkeley National Laboratory (LBNL), managed by the University of California for the U.S. Department of Energy, maintains a separate payroll system and defines employee categories differently from other UC locations. Therefore, headcount and FTE are included in this report, but not demographic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

WORKFORCE PROFILE 2: STAFF WORKFORCE; POLICY-COVERED AND UNION REPRESENTED STAFF

WP 2.1: Staff Workforce Headcount and Full-Time Equivalents (FTE)* 2004 – 2014, All Appointment Types



Cuts in State funding in recent years have led to efforts at restructuring and the search for administrative efficiencies throughout the UC system. At the same time, 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 2004.

Overall workforce growth has averaged 1.9% per year over the last decade, and grew by 3% in 2014. Growth dipped below average from 2004 to 2005 and again from 2008 through 2010. Excluding these below-average years, the average growth rate has been 2.7% per year. Recent growth in staffing is in line with historical trends.

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) and Phased Retirement programs and the University-wide Furlough/Salary Reduction program (September 1, 2009 to August 31, 2010).

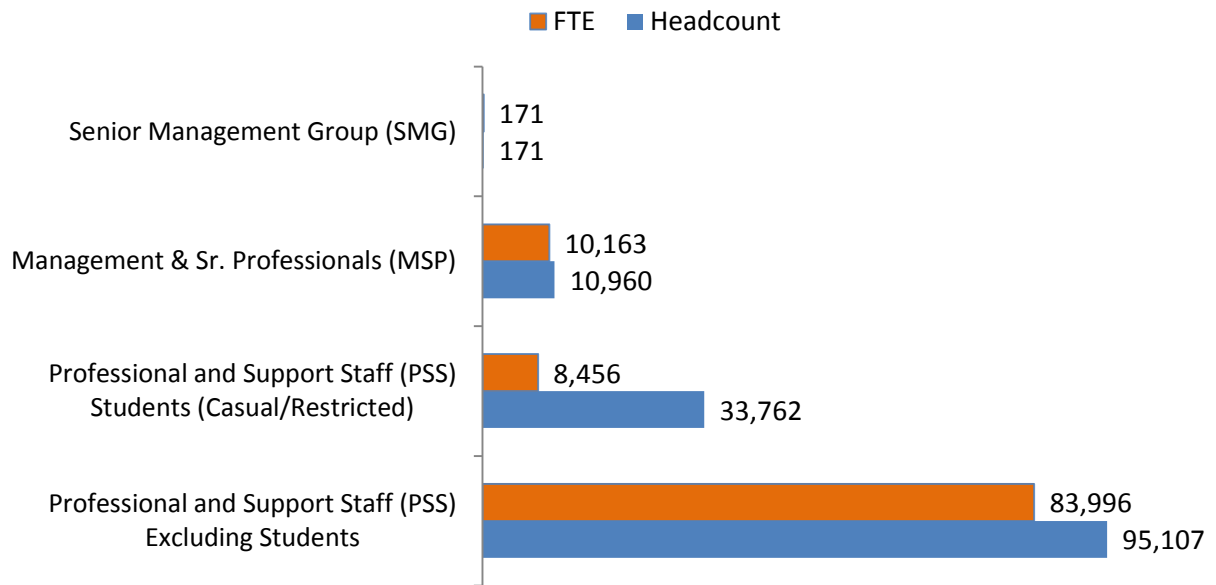
Note: Source for Historical Data: UC Statistical Summary of Students and Staff

* Unless otherwise noted, medical center staff headcount and FTE are included with applicable campus and systemwide counts throughout the Workforce Profile.

* 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 Equivalent (FTE) by Personnel Program

October 2014, All Appointment Types
Total Headcount = 140,000
Total FTE = 102,786

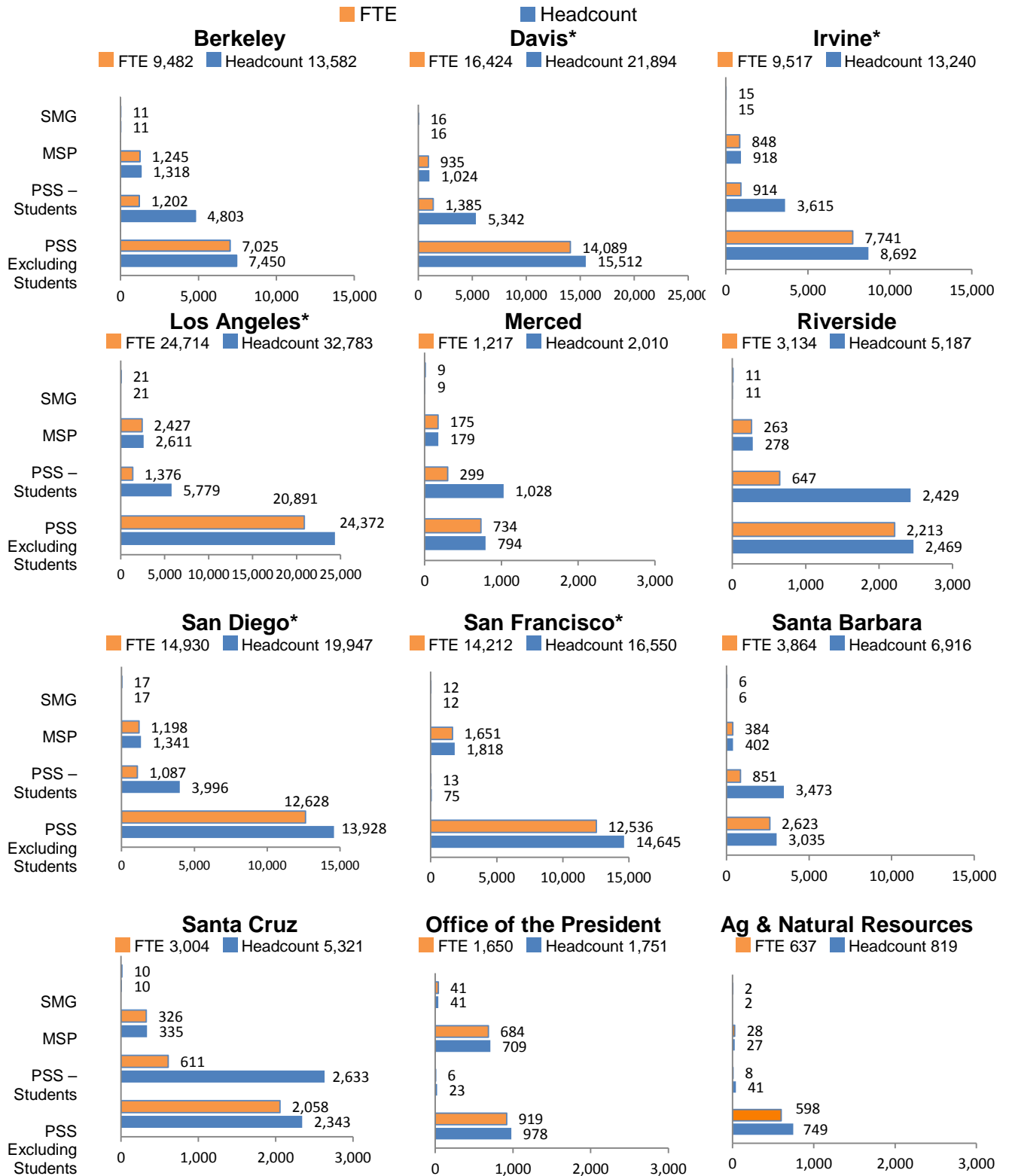


Staff members at the University of California are categorized into three personnel programs: Senior Management Group (SMG), Management and Senior Professionals (MSP), and Professional and Support Staff (PSS). The Senior Management Group consists of the senior leadership of the campuses and the systemwide 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—in this personnel program.

WP 2.3: Staff Workforce Headcount and Full-Time Equivalents (FTE) by Personnel Program, by Location
 October 2014, All Appointment Types



Note: Scales differ among the charts

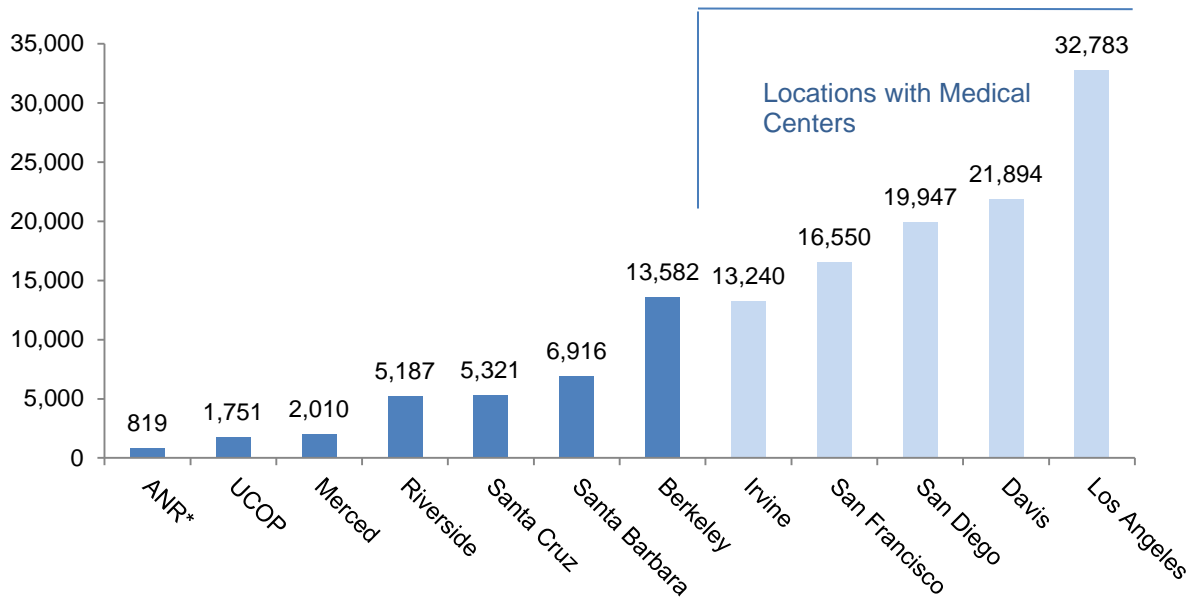
Note: In this report, "Office of the President" includes UCOP staff and systemwide programs.

* Campus with a medical center

WP 2.4: Staff Workforce Headcount by Location (displayed by size)

October 2014, All Appointment Types

Total Headcount = 140,000



* 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.

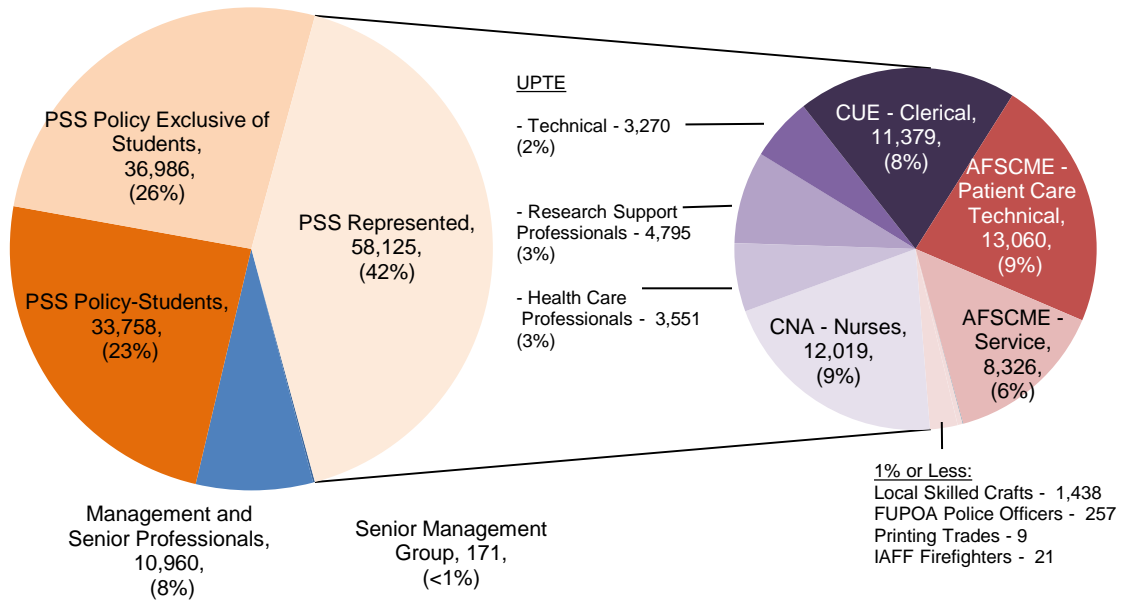
WP 2.4 shows staff headcount at the 10 campuses, UC Office of the President (UCOP), and Agriculture and Natural Resources (ANR). UCOP and ANR (systemwide administrative offices), have smaller workforces than all of the campuses. Among the campuses, Merced, the newest campus with the smallest workforce, has grown as it 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: Policy-Covered and Union-Represented Staff Workforce
 October 2014, Headcount and Percentage, All Appointment Types, All Personnel Programs
Headcount = 140,000

Policy-Covered Staff - 81,875 (58% of total staff) Represented Staff - 58,125 (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.

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

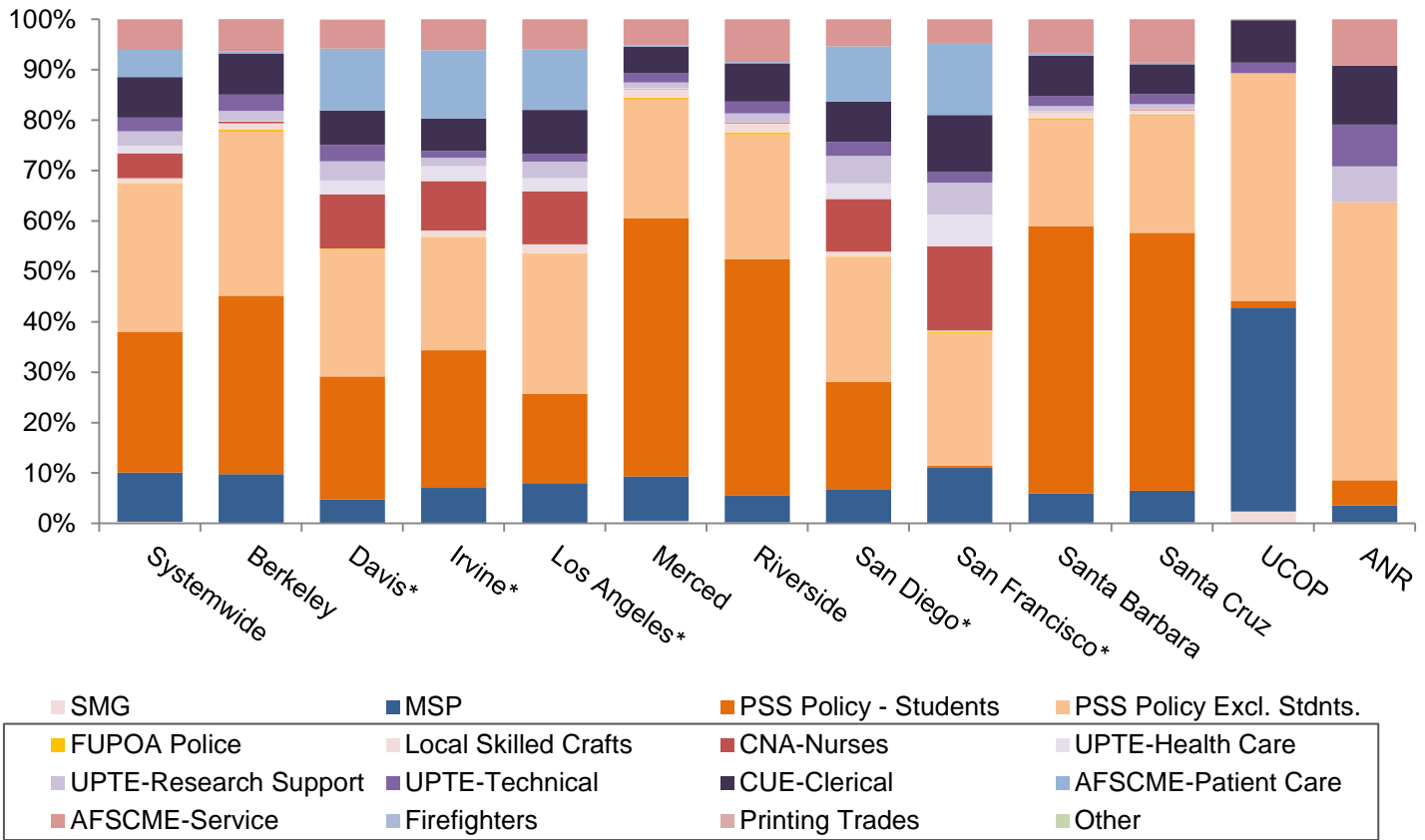
1. American Federation of State, County and Municipal Employees (AFSCME), which represents 21,386 staff (36.8% of all represented staff) in Patient Care (such as Vocational Nurses and Hospital Assistants) and Service (e.g., Custodians) units.
2. Coalition of University Employees (CUE), which represents 11,379 staff in clerical/administrative positions (19.6% of all represented staff).
3. University Professional and Technical Employees (UPTe), which represents 11,616 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 12,019 Registered Nurses (20.7% of all represented staff).

Campuses and medical centers differ significantly in terms of staff union representation. 41% of Campus non-student staff are union-represented. By contrast, nearly 79% of staff in medical center departments are represented. Almost all student staff, who are not eligible to be represented, are in Campus departments.

Policy-Covered and Union-Represented Staff Workforce by Campus and Medical Centers

		CAMPUSES	MED CTRS	TOTAL
SMG		140	31	171
MSP		8,436	2,524	10,960
PSS Policy	Non Students	31,417	5,569	36,985
	Students (Casual/Restricted)	33,683	75	33,758
PSS Represented	CNA	779	11,240	12,019
	AFSCME Service	6,439	1,887	8,326
	AFSCME Pt Care Tech.	1,671	11,389	13,060
	CUE Clerical	8,853	2,526	11,379
	UPTE-Technical	3,221	48	3,270
	UPTE-Rsrch Suppt.	4,753	42	4,795
	UPTE-Health Care Professionals	970	2,581	3,551
	Other Represented	1,554	172	1,726
	Total PSS Represented	28,239	29,885	58,125
TOTAL STAFF		101,916	38,084	140,000

WP 2.6: Policy-Covered and Union-Represented Staff Workforce by Location
 October 2014, All Appointment Types, All Personnel Programs



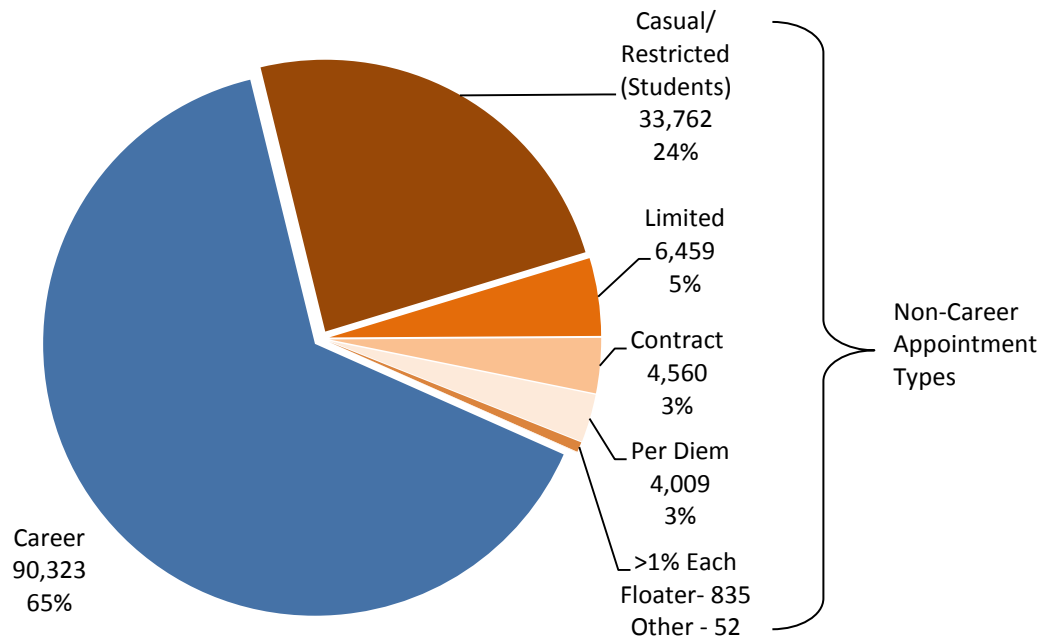
Personnel Program Demographics By Location

	TOTAL	UCB	UCD*	UCI*	UCLA*	UCM	UCR	UCSD*	UCSF*	UCSB	UCSC	UCOP	ANR
SMG	171	11	16	15	21	9	11	17	12	6	10	41	2
MSP	10,960	1,318	1,024	918	2,611	179	278	1,341	1,818	402	335	709	27
PSS:													
Policy-Covered:													
Students*	33,758	4,803	5,342	3,615	5,778	1,028	2,429	4,235	74	3,669	2,721	23	41
Excl. Students	36,985	4,426	5,527	2,958	9,102	473	1,283	4,930	4,348	1,460	1,235	791	452
Represented	58,126	3,024	9,985	5,734	15,271	321	1,186	9,424	10,298	1,379	1,020	187	297
Total	140,000	13,582	21,894	13,240	32,783	2,010	5,187	19,947	16,550	6,916	5,321	1,751	819

* Campus with a medical center

The uniqueness of the UC campuses is again reflected in each location’s personnel program demographics. In WP 2.6, 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.

WP 2.7: Staff Workforce Headcount by Career and Non-Career Appointment Types
 October 2014, All Personnel Programs
Total Headcount = 140,000



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, 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.

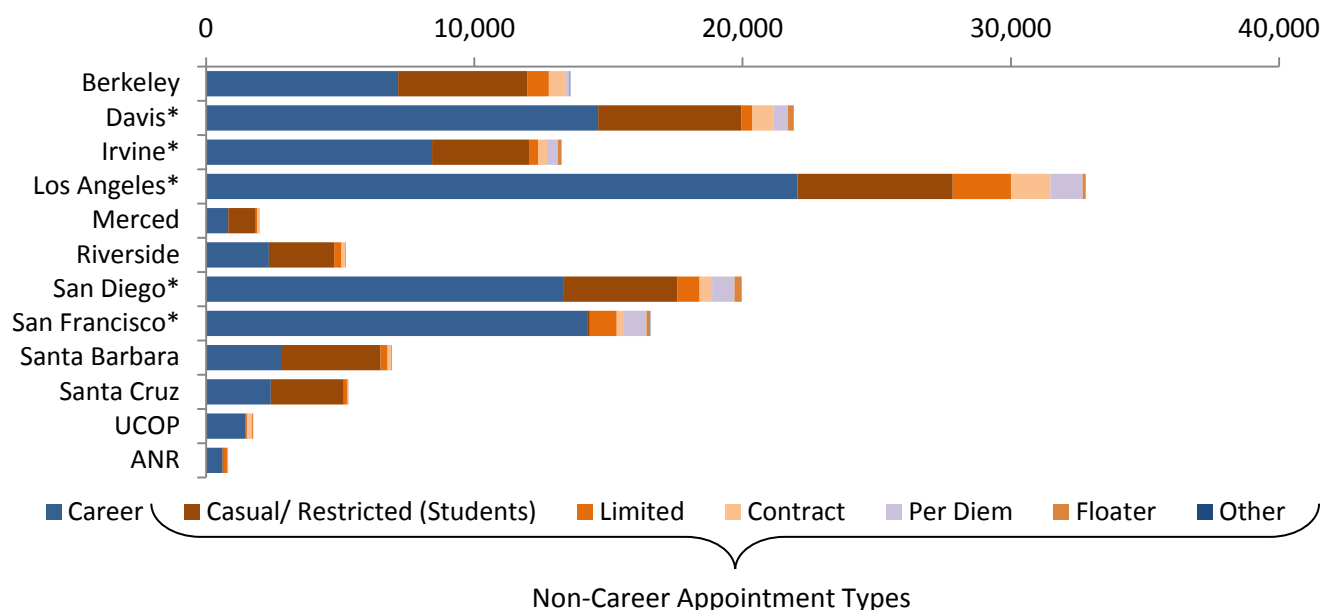
As shown below in WP 2.8, both Career and Non-Career appointment types have grown over the last 10 years.

WP 2.8: Headcount by Appointment Type
 October 2004-2014

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	10-Yr %Chg
Career	77,442	78,257	80,767	83,681	85,705	85,775	85,094	85,832	87,054	87,879	90,323	17%
Non-Career:												
Casual/Restricted	26,272	26,585	26,710	27,580	28,792	28,351	28,734	29,560	30,254	32,385	33,762	29%
Limited	5,611	5,833	6,117	6,289	6,434	5,543	5,933	6,100	6,378	6,369	6,459	15%
Contract	2,595	2,858	3,123	3,103	3,117	3,029	3,157	3,643	4,252	4,477	4,560	76%
Per Diem	3,100	2,988	3,305	3,595	3,651	3,526	3,517	3,711	3,991	3,977	4,009	29%
Floater	658	679	781	794	652	459	652	692	719	774	835	27%
Other	444	238	186	239	112	73	64	41	55	47	52	-88%
Total Non-Career	38,680	39,181	40,222	41,600	42,758	40,981	42,057	43,747	45,649	48,029	49,677	28%
Grand Total	116,122	117,438	120,989	125,281	128,463	126,756	127,151	129,579	132,703	135,908	140,000	21%

WP 2.9: Staff Workforce Headcount by Career and Non-Career Appointment Types, by Location

October 2014, All Personnel Programs



WP 2.9 above shows that most UC locations primarily employ Career employees. Per Diem appointments are typically found at medical centers. Casual/Restricted (student) employees make up a higher percentage of the workforce on campuses without medical centers. UCOP and ANR employ few students.

Over the past decade, the three staff personnel programs have grown at different rates. As WP 2.10 shows, between October 2004 and October 2014, 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 46% to 41% of all staff.

* Campus with a medical center

WP 2.10: Headcount by Personnel Program

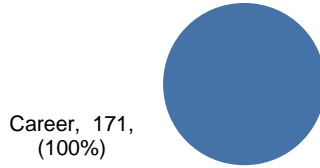
October 2004 and 2014

	2004	% of All Staff	2014	% of All Staff	Change, 2004-2014	% Change
SMG:	314	0%	171	0%	-143	-46%
SMG	218	0%	171	0%	-47	-22%
Acad. Admin.*	96	0%	0	0%	-96	-100%
MSP	6,846	6%	10,960	8%	4,114	60%
PSS Casual/Rest.	26,270	23%	33,759	24%	7,489	29%
PSS Policy, Excl. Students	28,614	25%	36,986	26%	8,372	29%
PSS Rep, Excl. Students	54,078	46%	58,124	41%	4,046	7%
Total	116,122	100%	140,000	100%	23,878	21%

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

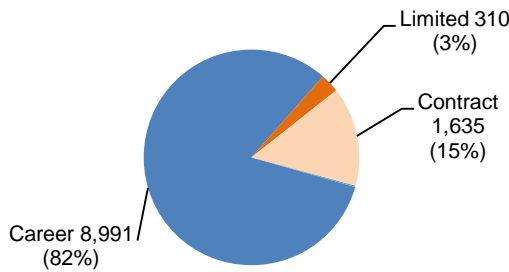
WP 2.11: Staff Workforce Headcount by Personnel Program and Career and Non-Career Appointment Types
 October 2014

Senior Management Group (SMG)
 Headcount = 171



■ Career

Management and Senior Professionals (MSP)
 Headcount = 10,960

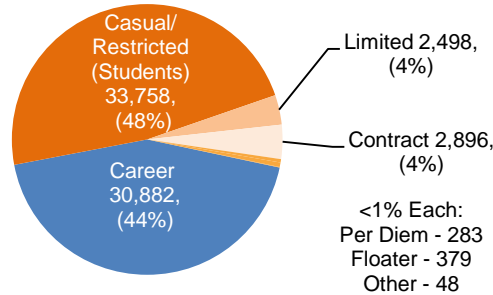


■ Casual/
 Restricted
 (Students)

■ Limited

■ Contract

Professional and Support Staff (PSS) Policy-Covered
 Headcount = 70,744
 Non-Students = 36,986

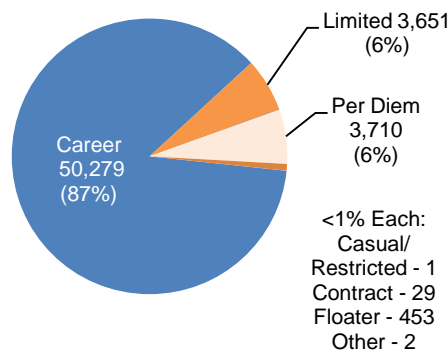


■ Per Diem

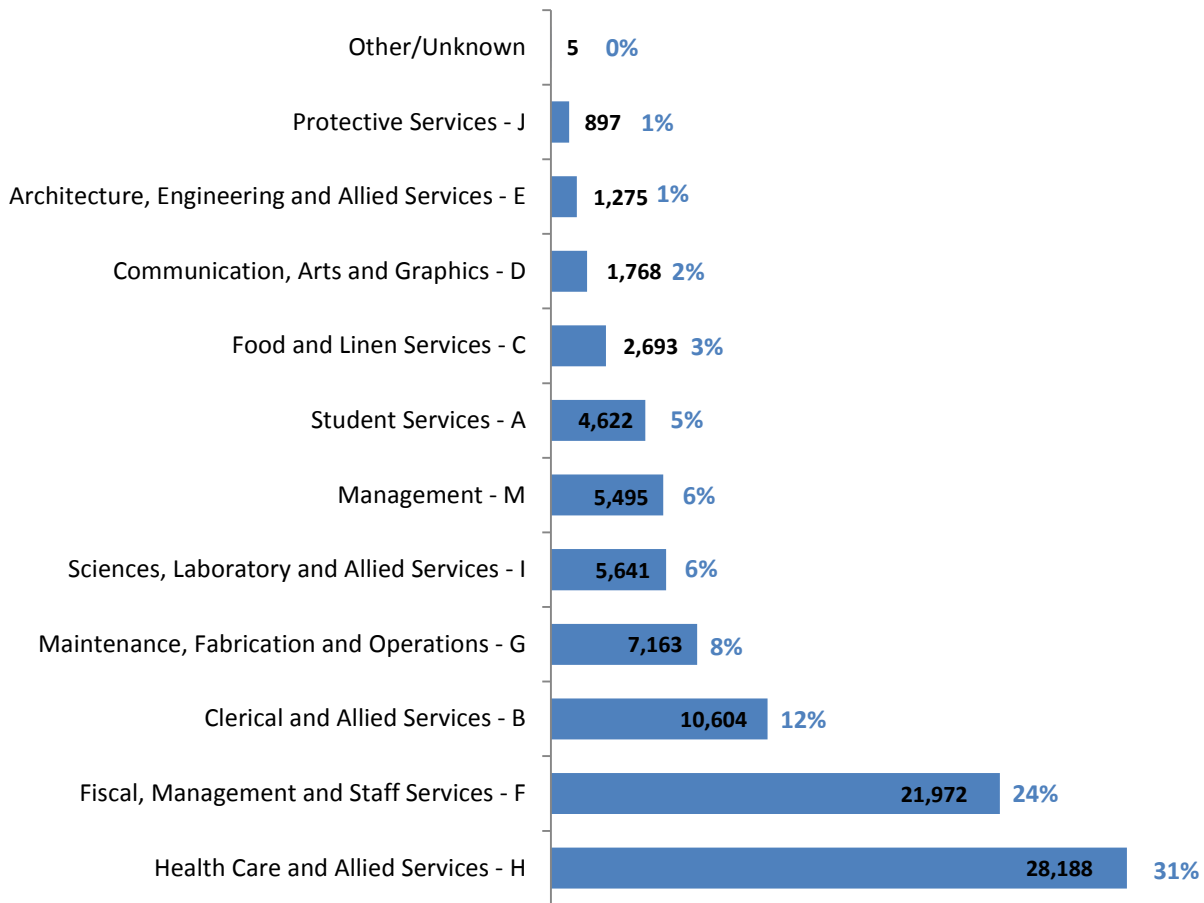
■ Floater

■ Other

PSS Exclusively Represented
 Headcount = 58,125



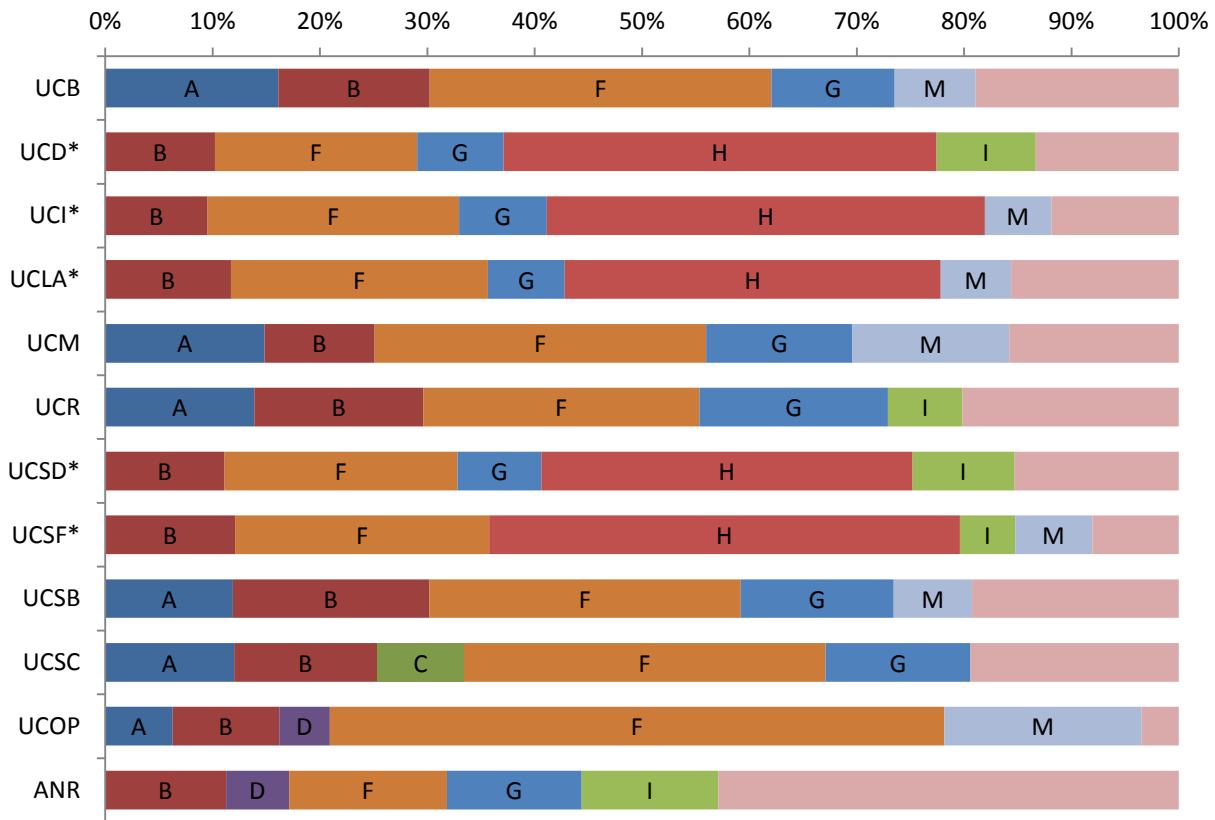
WP 2.12: CAREER STAFF – Staff Workforce by Occupational Group
 October 2014
Career Staff Headcount = 90,323



Over 30% – almost one-third – of the Career staff work in a health-care related occupation. Since 2004, the number of staff in health care occupations has increased by 36%, from 20,683 to 28,188, 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 2.13: CAREER STAFF – Staff Workforce by Occupational Group by Location
 October 2014 (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.

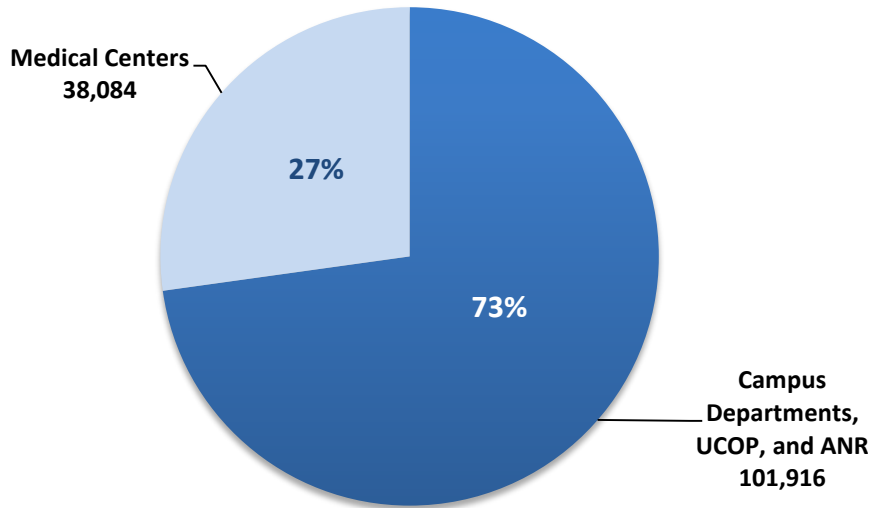
Occupational Groups:

- 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

*Campus with a medical center

WORKFORCE PROFILE 3: CAMPUS AND MEDICAL CENTERS

WP 3.1: Staff Workforce by Campuses and Medical Centers October 2014 Headcount = 140,000



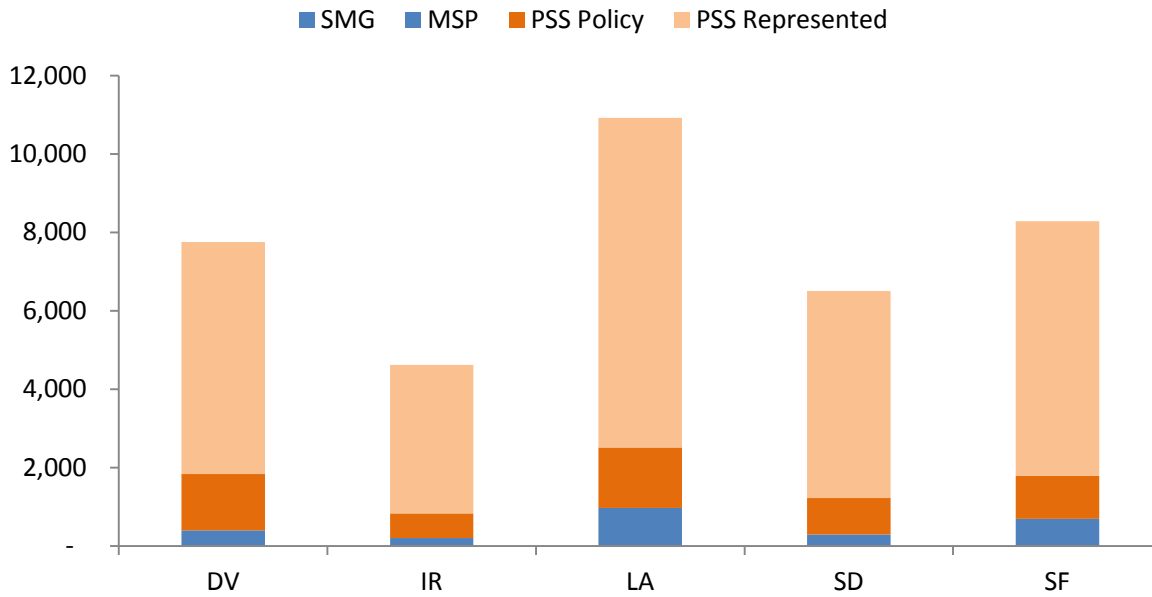
In 2004 there were 28,235 staff employees working at the medical centers – including those working as administrators/support staff as well as the Healthcare occupational category referenced in WP 2.12. By October 2014, that number had grown to 38,084—a 35% increase. During this same time period the campus-based workforce grew by approximately 16%, largely attributable to growth in student employees. The increase in UC medical center staff reflects expansion in the delivery of health care services accompanied by the building and acquisition of a number of new facilities.

WP 3.2: Staff Workforce Campuses and Medical Centers Headcount October 2004 and 2014

	2004	% of Total	2014	% of Total	Change	% Change
Campus/UCOP/ANR	87,887	76%	101,916	73%	14,029	16%
Medical Centers	28,235	24%	38,084	27%	9,849	35%
Total	116,122	100%	140,000	100%	23,878	21%

Note: Source for Historical Data: Corporate Personnel System

WP 3.3: Medical Center Staff Workforce by Personnel Program
October 2014



	DV	IR	LA	SD	SF	Total	% of Total
SMG	7	6	7	6	5	31	<1%
MSP	389	196	964	286	689	2,524	7%
PSS Policy-Covered	1,438	632	1,543	930	1,101	5,644	15%
PSS Represented	5,922	3,784	8,408	5,282	6,489	29,885	78%
Total	7,756	4,618	10,922	6,504	8,284	38,084	100%

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

The majority (78%) of employees at medical center sites are represented by collective bargaining agreements.

WORKFORCE PROFILE 4: AGE DISTRIBUTION

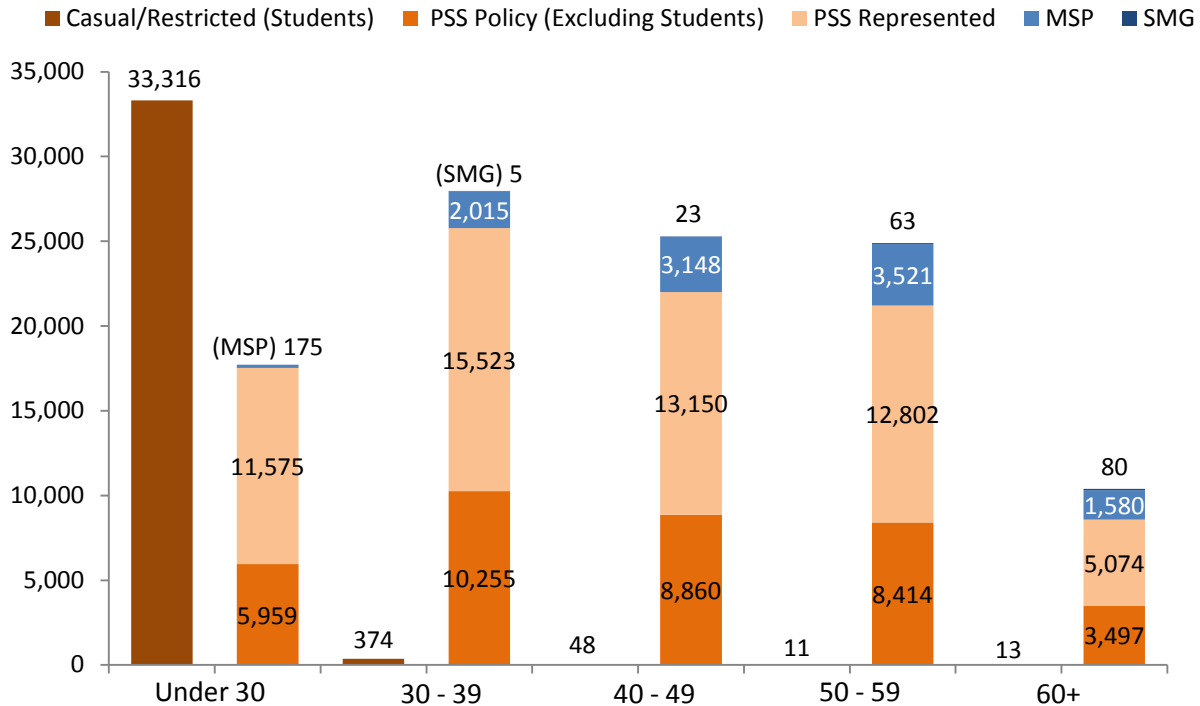
WP 4.1: Age Distribution of Staff Workforce by Personnel Program

October 2014, 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 expected since these appointments are open only to UC students. Seventy-four percent (74%) of the staff workforce is between 30 and 59 years of age. Headcount in the 60+ range is noticeably lower, primarily because of the average retirement age, which is 60 for PSS, MSP, and SMG (see Part III – Benefits).

WP 4.2 shows that since 2004, the distribution of age ranges among employees in non-student appointment types has shifted. The percentage of those under 30 has dropped from 18% 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 increased from 6% to 10%.

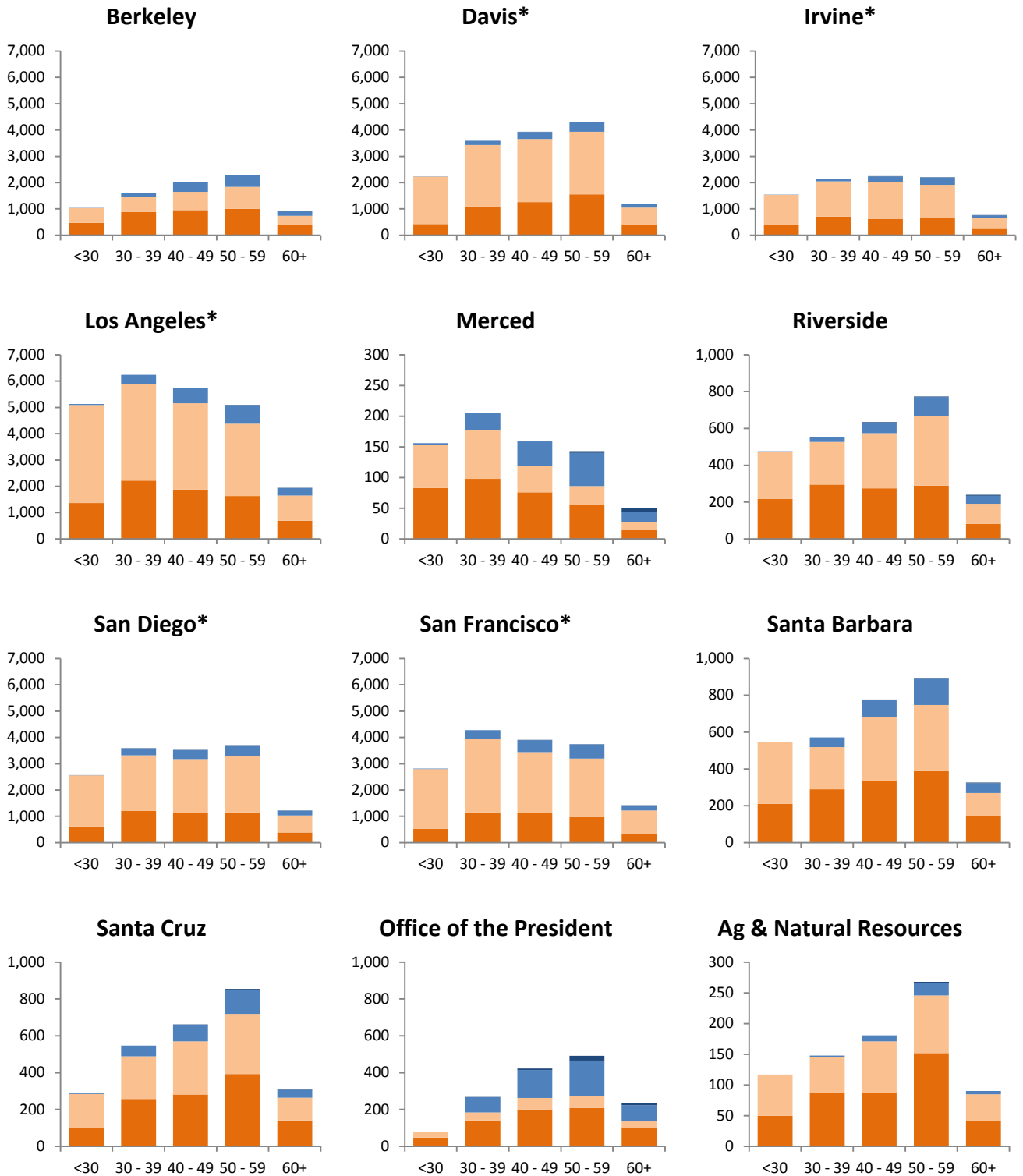
WP 4.2: Age Distribution of Staff Workforce

October 2004 and October 2014, All Appointment Types Except Casual/Restricted (Students)

	2004 (Total 89,846)		2014 (Total 106,237)	
	Headcount	% of Total	Headcount	% of Total
Under 30	16,620	18%	17,709	17%
30-39	21,496	24%	27,951	26%
40-49	24,865	28%	25,289	24%
50-59	21,781	24%	24,901	23%
60+	5,084	6%	10,387	10%

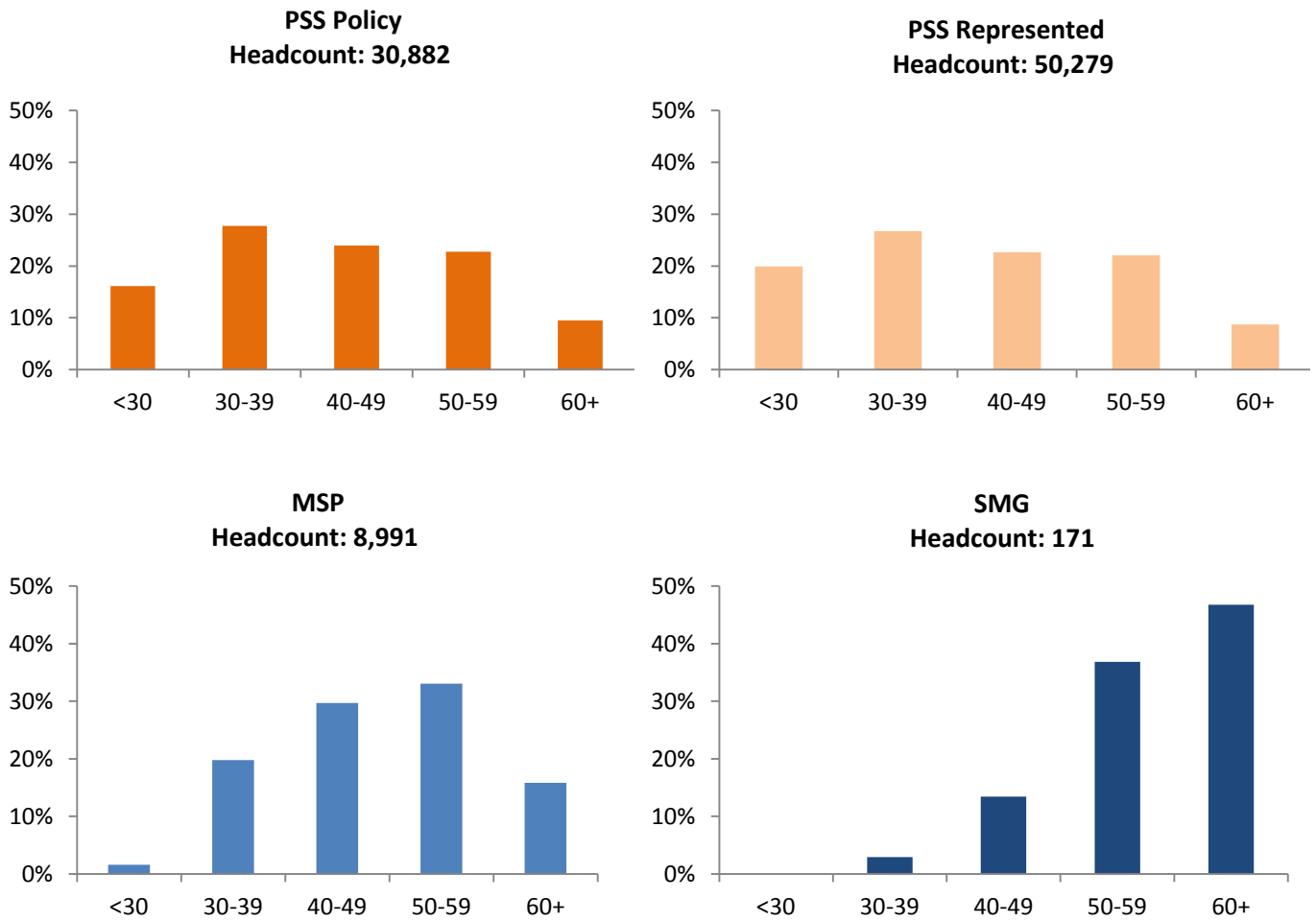
WP 4.3: Age Distribution of Staff Workforce by Personnel Program, by Location
 October 2014, All Appointment Types Except Casual/Restricted (Students)

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



Note: Scales differ among the charts
 * Campus with a medical center

WP 4.4: CAREER STAFF – Age Distribution of Staff Workforce by Personnel Program
 October 2014
 Average Age = 44



WP 4.5: CAREER STAFF by Personnel Program and Age Range
 October 2014

Age Range	PSS Policy	PSS Represented	MSP	SMG	Total	%
<30	3,707	8,348	140	0	12,195	14%
30-39	8,607	13,589	1,573	5	23,774	26%
40-49	7,993	11,953	2,735	23	22,704	25%
50-59	7,787	11,967	3,250	63	23,067	26%
60+	2,788	4,422	1,293	80	8,583	10%
Total	30,882	50,279	8,991	171	90,323	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 2013-14

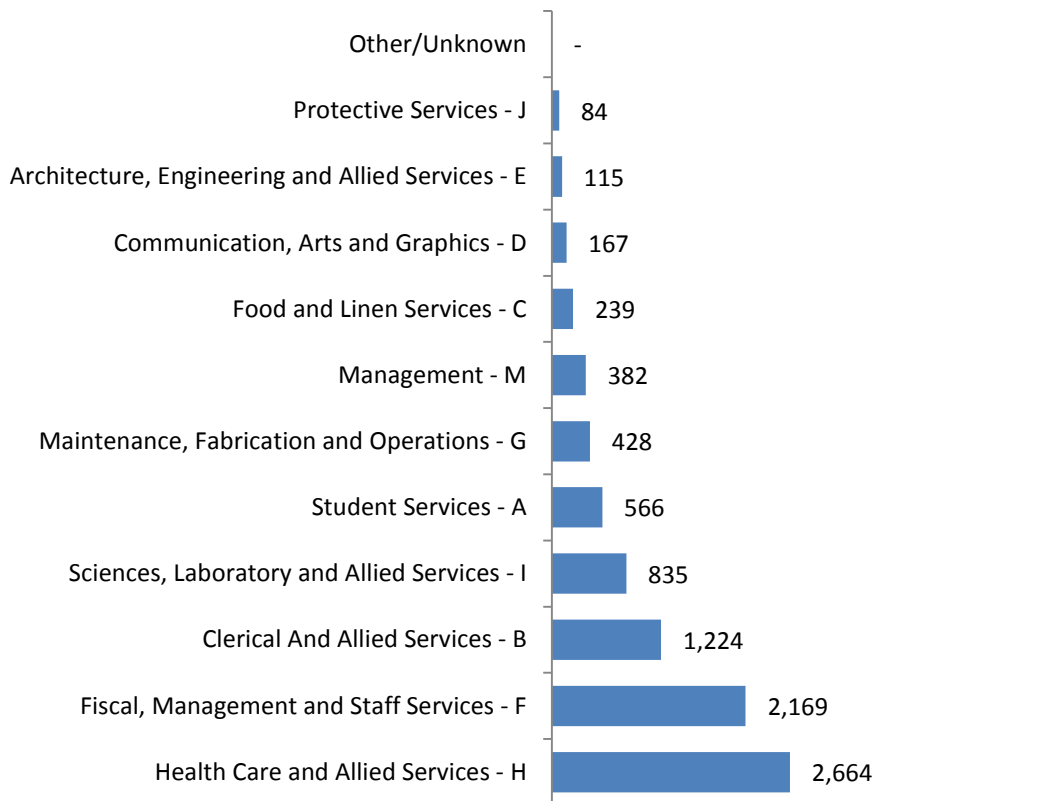
Career Staff Headcount = 90,323

Career Staff Hired in FY 2013-14 = 8,873

	<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>	<u>2013-14</u>
New Hires	10,620	12,049	12,920	12,415	9,072	6,333	8,301	8,645	8,285	8,873

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

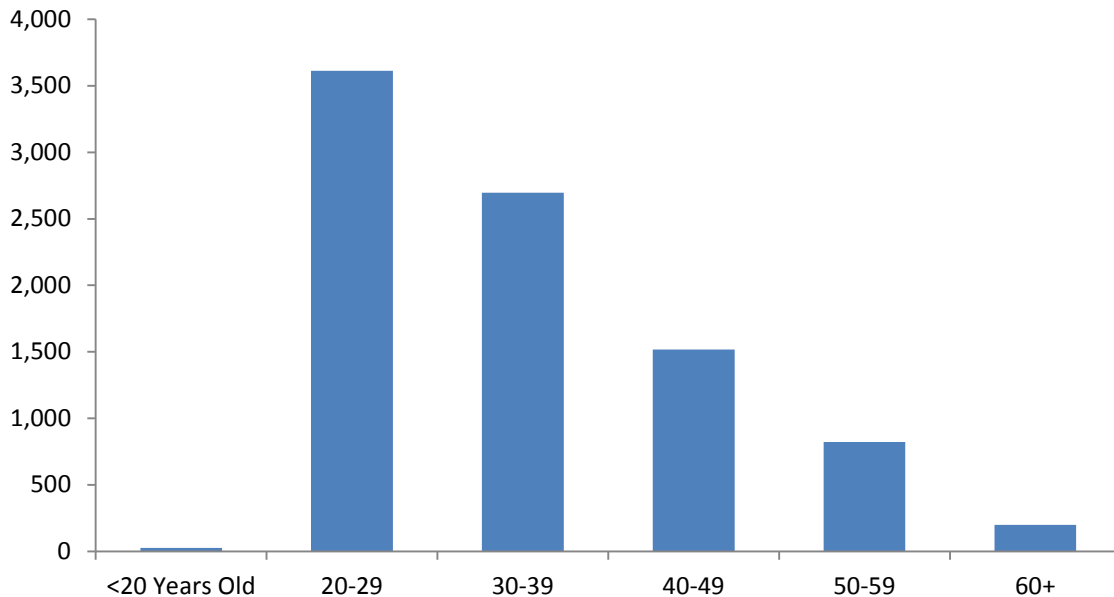
Fiscal Year 2013-14



Systemwide data for fiscal year 2013-14 indicates that the largest group (30%) of new hires were employed in a health care related job, which has been the employment pattern of the past 10 years.

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

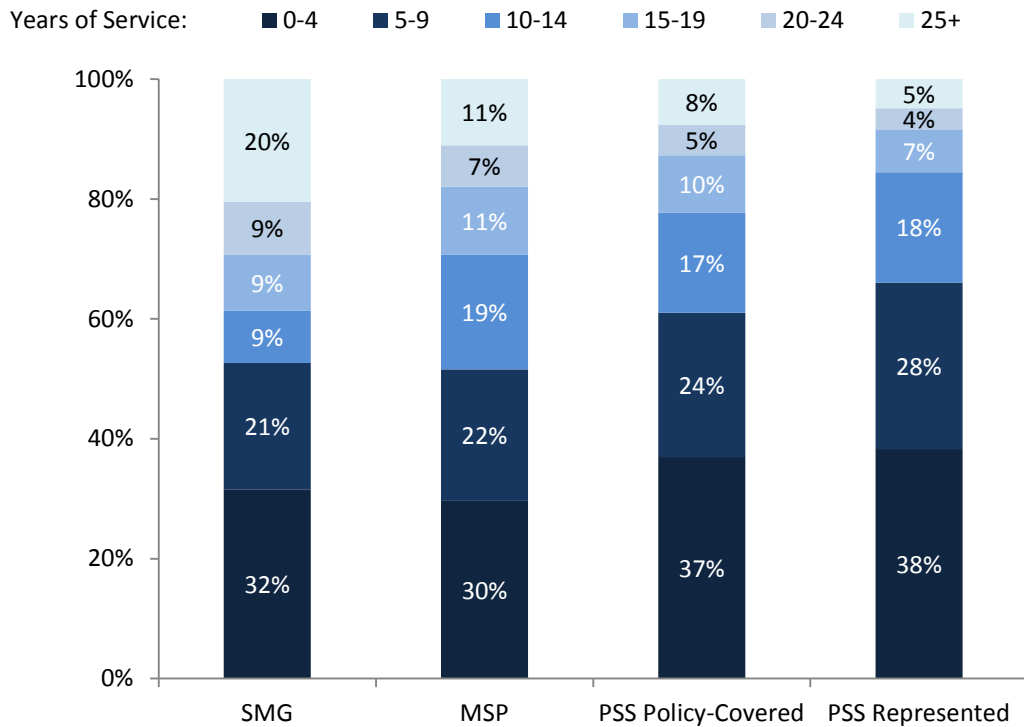
WP 5.3: CAREER STAFF – Staff Workforce New Hires: Age at Date of Hire
 Fiscal Year 2013-2014, All Personnel Programs
New Hires = 8,873



Systemwide	<20	20-29	30-39	40-49	50-59	60+	Total
Headcount	27	3,613	2,695	1,518	822	198	8,873
% of New Hires	0%	41%	30%	17%	9%	2%	100%
Berkeley	1	307	266	179	101	25	879
Davis *	4	460	357	222	103	20	1,166
Irvine *	4	282	242	147	67	17	759
Los Angeles *	15	1,150	733	372	168	45	2,483
Merced	0	33	29	23	14	5	104
Riverside	0	88	57	37	29	5	216
San Diego *	2	476	411	220	129	34	1,272
San Francisco *	0	585	387	176	103	25	1,276
Santa Barbara	1	120	71	40	28	4	264
Santa Cruz	0	72	81	57	38	10	258
UCOP	0	19	37	37	27	5	125
ANR	0	21	24	8	15	3	71

Note: In FY 2013-2014, the number of staff hired into Career appointments increased by about 7% from the previous fiscal year (8,873 vs. 8,285). The pace of hiring 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 71% 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 2014
Average Length of Service from Most Recent Hire Date:
Career Staff: 9 years



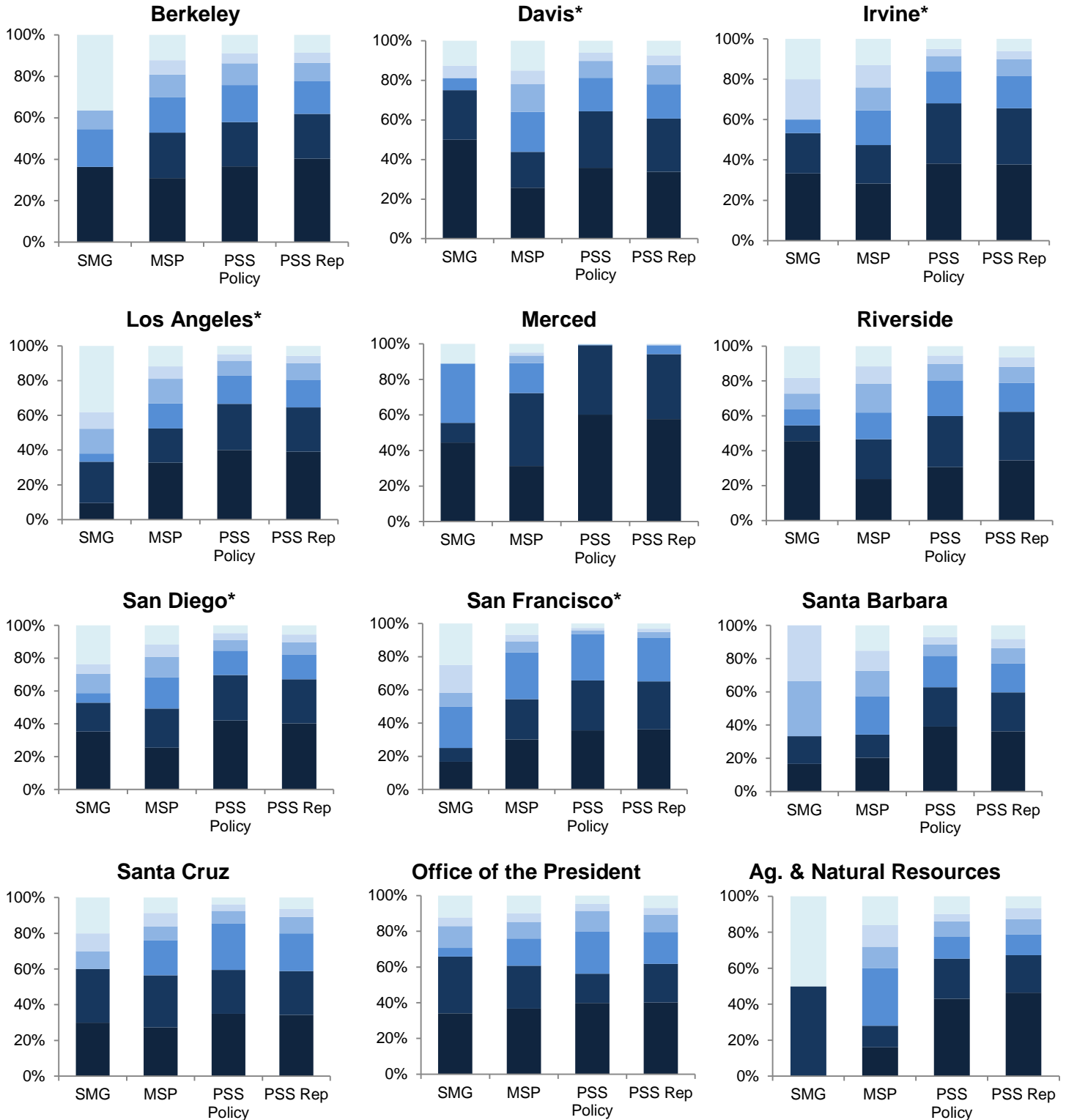
Length of Service	SMG	MSP	PSS Policy-Covered	PSS Represented	Total	%
0-4	54	2,664	11,406	19,263	33,387	37%
5-9	36	1,973	7,446	13,958	23,413	26%
10-14	15	1,723	5,154	9,261	16,153	18%
15-19	16	1,017	2,955	3,586	7,574	8%
20-24	15	623	1,566	1,770	3,974	4%
25+	35	991	2,355	2,441	5,822	6%
Total	171	8,991	30,882	50,279	90,323	100%

Note: The average length of Career staff employment service at UC (from date of most recent hire) is 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 Employment Service from Most Recent Hire Date by Personnel Program and Location
 October 2014

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



* Campus with a medical center

WORKFORCE PROFILE 6: TURNOVER

WP 6.1: CAREER STAFF Turnover Rates

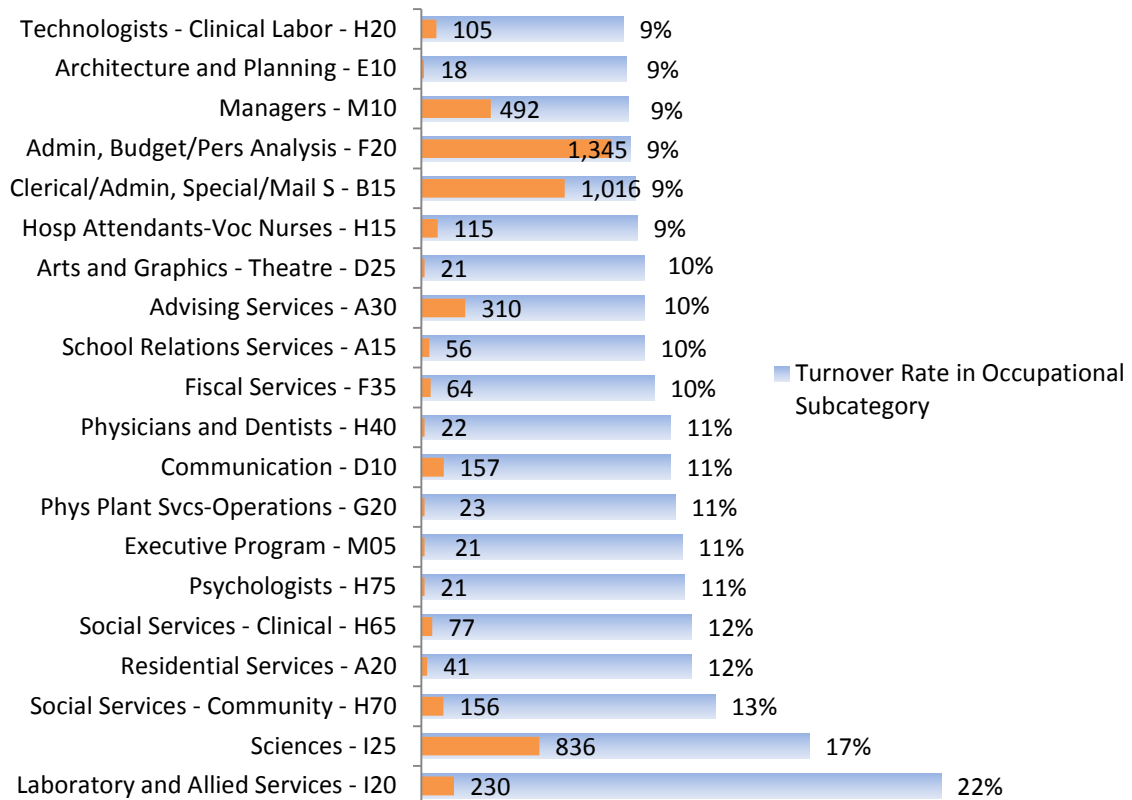
Fiscal Year 2006-07 through 2013-14

	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
Turnover Rate	11.3%	10.3%	8.4%	8.7%	8.7%	8.9%	8.7%	8.5%

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

Fiscal Year 2013-14

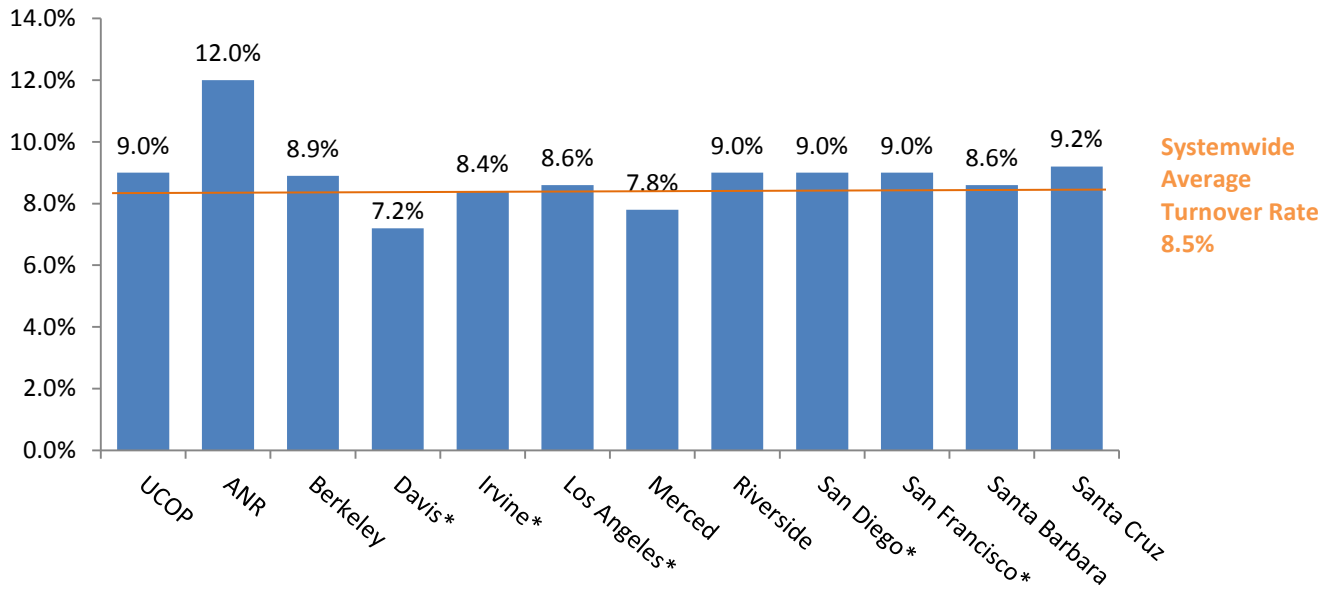
Systemwide Average Turnover Rate for Career Staff in All Occupational Groups: 8.5%
Number of Separations: 8,313



Note: Includes only occupational subgroups with at least 100 incumbents and if the subgroup turnover rate is higher than the 2013-14 systemwide turnover rate of 8.5%.

WP 6.2 shows the career staff turnover in Fiscal Year 2013-14, by occupational sub groups if the turnover is greater than 8.5%, 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, 1,016 employees separated – 9% of the total headcount of 11,183 in that occupational subcategory. The Laboratory and Allied Services (I20) turnover rate continues to be very high at 22%, 230 employees in a group of 1,041. This rate of turnover is to be expected as this occupational subcategory is typically funded with temporary dollars from grants and contracts. Like last fiscal year, the number of separations in the occupational category of Manager (M10) continues above the workforce separation average. 492 employees in manager positions left the University in FY 2013-14.

WP 6.3: CAREER STAFF – Staff Workforce Turnover Rate by Location
 Fiscal Year 2013-14, All Personnel Programs



As addressed in KF 2.2, WP 6.3 shows that in FY 2013-14 the overall turnover rate at UCOP, ANR, Riverside, San Diego, San Francisco, and Santa Cruz was noticeably higher than the systemwide average. Davis and Merced experienced notably lower turnover than the systemwide average in 2013-14.

As WP 6.1 shows below, in fiscal year 2013-14 the overall turnover rate dropped slightly from 2012-13. The systemwide Career staff turnover rate has generally declined since 2006-07, 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 11.3% in FY 2006-07. 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 UC retirements occur and the economy continues to recover in California, staff turnover may return to higher, pre-recession levels.

* Campus with a medical center

WP 6.4: CAREER STAFF – Staff Workforce Occupational Subcategories with Highest Turnover Rates by Location
Fiscal Year 2013-14, All Personnel Programs

	<u>Hdct.</u>	<u>Sep.</u>	<u>Turnover Rate</u>		<u>Hdct.</u>	<u>Sep.</u>	<u>Turnover Rate</u>
Berkeley				Davis*			
Nursing Services-H35	27	7	25.9%	Arts and Graphics - Theatre-D25	36	5	13.9%
Laboratory and Allied Services-I20	118	26	22.0%	Technologists - Clinical Labor-H20	187	26	13.9%
Sciences-I25	302	54	17.9%	Laboratory and Allied Services-I20	143	19	13.3%
Fiscal Services-F35	108	18	16.7%	Materiel Management-F45	27	3	11.1%
Animal Care Services - Technic-I10	47	7	14.9%	Physicians and Dentists-H40	27	3	11.1%
Irvine*				Los Angeles*			
Residential Services-A20	27	7	25.9%	Laboratory and Allied Services-I20	226	63	27.9%
Laboratory and Allied Services-I20	66	17	25.8%	Phys Plant Svcs-Operations-G20	33	8	24.2%
Architecture and Planning-E10	12	3	25.0%	Sciences-I25	1,158	226	19.5%
Social Services - Clinical-H65	40	7	17.5%	Residential Services	108	15	13.9%
Social Services - Community-H70	126	22	17.5%	Social Services - Clinical-H65	108	13	12.0%
Merced				Riverside			
Food Prep/Distr-Supes,Wrkers-C20	29	5	17.2%	Management Services-F30	25	4	16.0%
Custodial Services-G35	58	7	12.1%	Communication-D10	40	6	15.0%
Computer Programming and Analy-F15	59	6	10.2%	Laboratory and Allied Services-I20	80	12	15.0%
Clerical/Admin, Special/Mail S-B15	80	7	8.8%	Advising Services-A30	287	36	12.5%
				Sciences-I25	102	12	11.8%
San Diego*				San Francisco*			
Laboratory and Allied Services-I20	192	60	31.3%	Sciences-I25	727	174	23.9%
Sciences-I25	1,251	205	16.4%	Psychologists-H75	46	7	15.2%
Arts and Graphics - Photograph-D15	44	6	13.6%	Social Services - Community-H70	487	66	13.6%
Marine Trades-G45	55	7	12.7%	Computer Operations-F10	30	4	13.3%
Social Services - Clinical-H65	138	17	12.3%	School Relations Services-A15	72	9	12.5%
Santa Barbara				Santa Cruz			
Laboratory and Allied Services-I20	34	12	35.3%	Parking and Guard Services-J15	29	8	27.6%
Technical and Operations Servi-G40	35	6	17.1%	Phys Plant Svcs-Agric/Grounds-G15	32	4	12.5%
Communication-D10	37	6	16.2%	Sciences-I25	89	11	12.4%
Counseling Services-A35	41	6	14.6%	Laboratory and Allied Services	33	4	12.1%
Advising Services-A30	310	38	12.3%	Clerical/Admin, Special/Mail S	346	40	11.6%
Office of the President				Agriculture and Natural Resources			
Executive Program-M05	49	7	14.3%	Communication-D10	56	24	42.9%
Fiscal Services-F35	132	16	12.1%	Clerical/Admin, Special/Mail S-B15	83	13	15.7%
Managers-M10	255	27	10.6%	Admin, Budget/Pers Analysis-F20	61	8	13.1%
Clerical/Admin, Special/Mail S-B15	157	14	8.9%				

Note: Includes only occupational subgroups with at least 25 incumbents and a turnover rate greater than the systemwide FY 2013-14 average of 8.5 %.

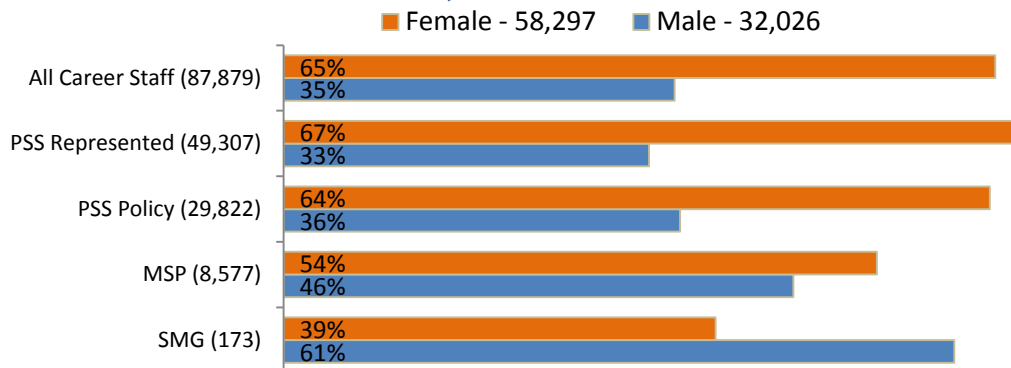
** Campus with a medical center*

WORKFORCE PROFILE 7: GENDER REPRESENTATION

WP 7.1: CAREER STAFF – Staff Workforce by Personnel Program and Gender

October 2014

Career Staff Headcount = 90,323



As noted in KF 5.2 the majority of the Career staff workforce is female (65%). This is primarily due to the large representation of women in the PSS personnel program (53,394). In the MSP personnel program, the genders balance is closer to parity (54% female: 46% male), and in the SMG program, there are more men than women: 39% female vs. 61% male.

As mentioned previously, a look back at systemwide gender statistics for 2004 in WP 7.2 shows a percentage distribution similar to 2014 for the PSS and MSP personnel programs. In the SMG personnel program, there has been an increase in the proportion of women: from 28% in 2004 to 39% in 2014.

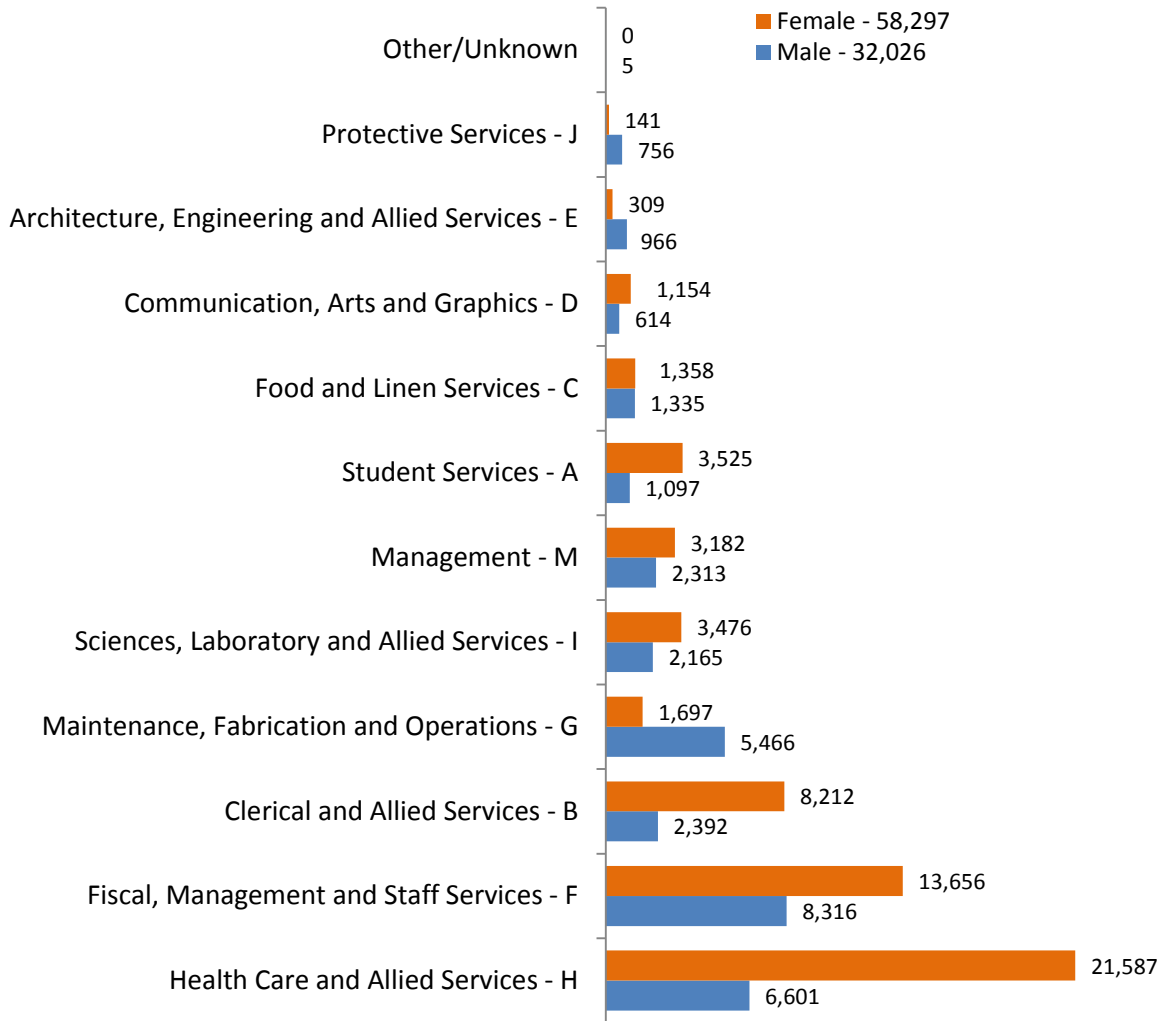
In 2010, Deans and other academic administrators who were previously included in the SMG personnel program were moved to the Academic personnel program, in recognition that their role is primarily academic. In order to make a more equal comparison between 2004 and 2014, the chart below shows both the total headcount in the SMG program in 2004 as well as an estimated breakdown of those who would have been counted as SMG or as Academic Administrators, if the new definitions implemented in 2010 had been in force. This alternate view of the data shows the percentage of women in SMG titles in 2004 as 30%.

WP 7.2: CAREER STAFF by Personnel Program and Gender

October 2004 and 2014

		2004 (Total 77,442)		2014 (Total 90,323)	
		Headcount	% of Total	Headcount	% of Total
All Career Staff	Female	50,184	65%	58,297	65%
	Male	27,258	35%	32,026	35%
	Total	77,442		90,323	
PSS Represented	Female	31,144	67%	33,618	67%
	Male	15,498	33%	16,661	33%
	Total	46,642		50,279	
PSS Policy	Female	16,134	64%	19,776	64%
	Male	8,901	36%	11,106	36%
	Total	25,035		30,882	
MSP	Female	2,820	52%	4,836	54%
	Male	2,636	48%	4,155	46%
	Total	5,456		8,991	
SMG (2014 equiv.)*	Female	63	30%	67	39%
	Male	150	70%	104	61%
	Total	213		171	
SMG (Acad. Admin.)*	Female	23	24%	-	-
	Male	73	76%	-	-
	Total	96		-	-
SMG Total	Female	86	28%	67	39%
	Male	223	72%	104	61%
	Total	309		171	

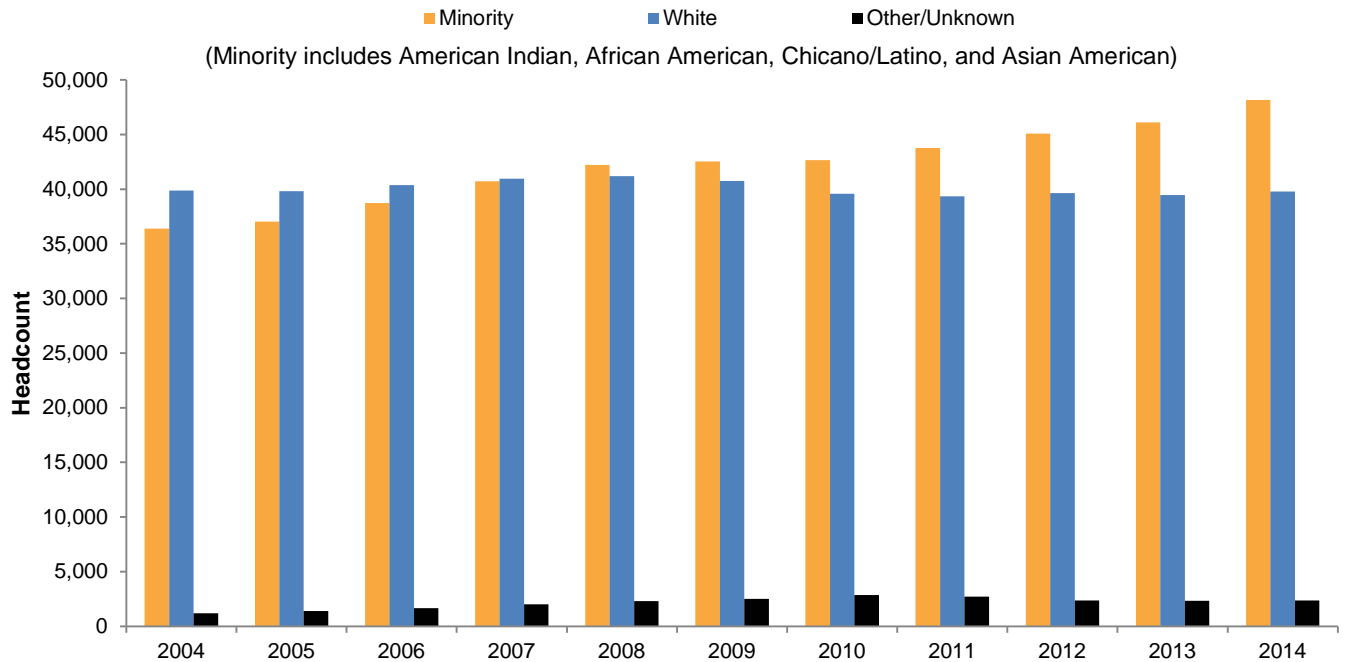
WP 7.3: CAREER STAFF – Staff Workforce by Occupational Group and Gender
 October 2014
 Career Staff Headcount = 90,323



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 protective services, architecture & engineering and maintenance operations, in which male employees substantially exceed the number of female workers.

WORKFORCE PROFILE 8: ETHNIC DIVERSITY REPRESENTATION

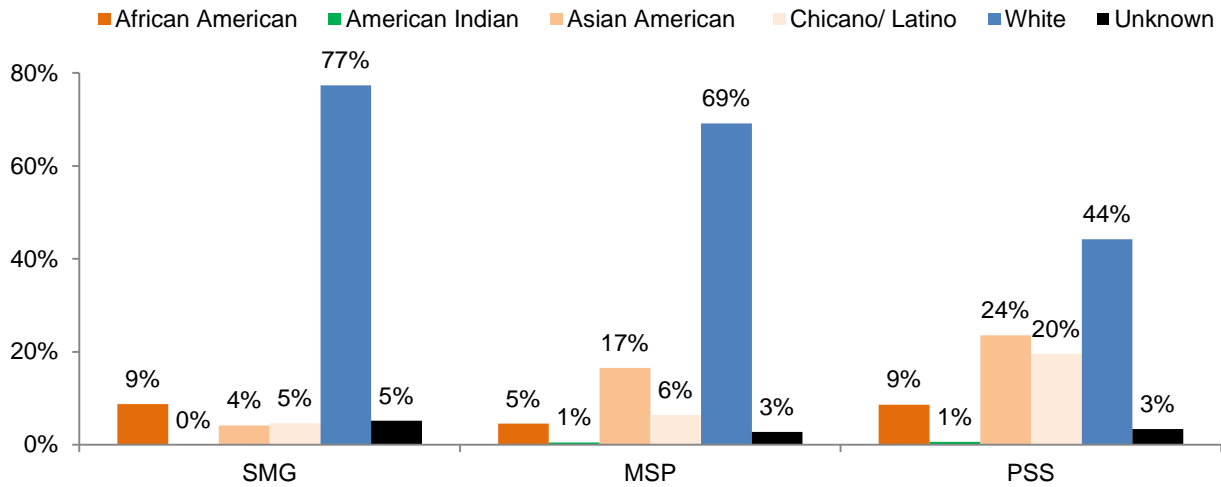
WP 8.1: CAREER STAFF – Staff Workforce by Ethnic Diversity Representation October 2004-2014, All Personnel Programs



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Headcount	77,442	78,257	80,767	83,681	85,705	85,775	85,094	85,832	87,054	87,879	90,323
% Minority	47.0%	47.3%	47.9%	48.6%	49.3%	49.6%	50.1%	51.0%	51.8%	52.5%	53.3%
% White	51.5%	50.9%	50.0%	49.0%	48.0%	47.5%	46.5%	45.8%	45.5%	44.9%	44.1%
% Unknown	1.5%	1.8%	2.1%	2.4%	2.7%	2.9%	3.4%	3.2%	2.7%	2.6%	2.6%

As stated in KF 5, the University has made a concerted effort to increase employee diversity. In 2004 the number of white staff in the career workforce exceeded the number of minority staff by almost 5 percentage points, but 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 2014
 Career Staff Headcount = 90,323



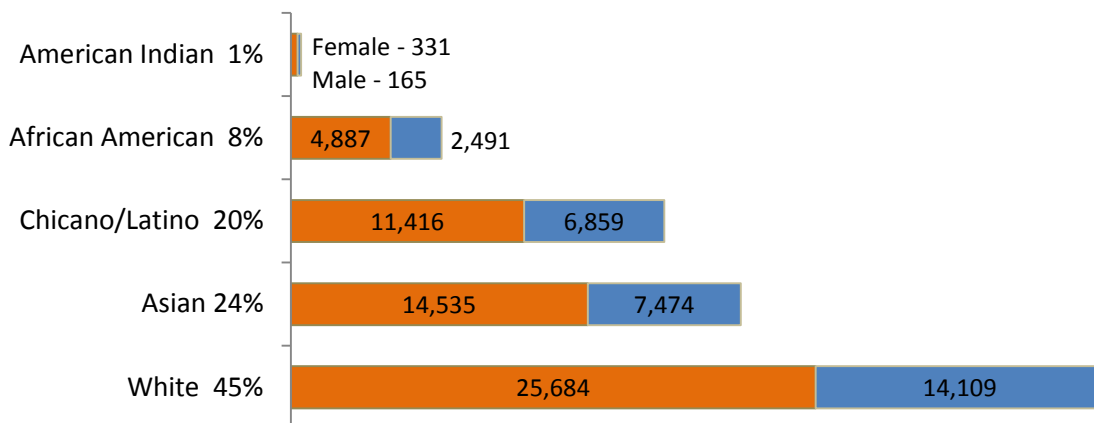
	African American	American Indian	Asian	Chicano/ Latino	White	Unknown	Total
SMG	18	0	13	9	124	7	171
MSP	462	42	1,766	675	5,805	241	8,991
PSS*	6,898	454	20,221	17,591	33,757	2,240	81,161
Total	7,378	496	22,000	18,275	39,686	2,488	90,323

* 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 2014, All Personnel Programs
 Career Staff Headcount = 90,323

Female - 58,297 Male - 32,026

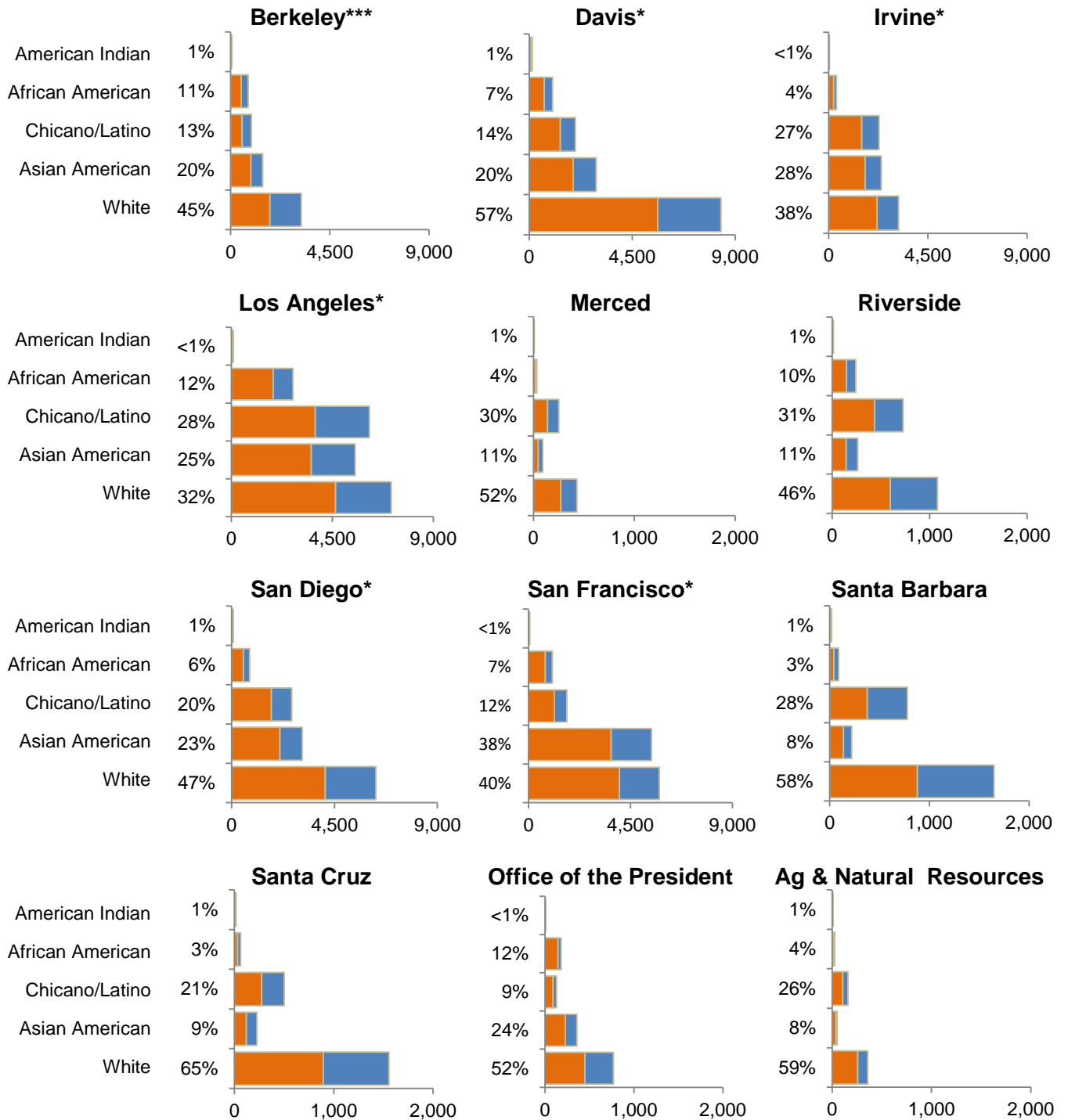


* Staff with Other/Unknown Race/Ethnicity (approximately 3% of Career staff) are not included in WP 8.3.

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 2014, All Personnel Programs

Female – 58,297 Male – 32,026



* Campus with a medical center

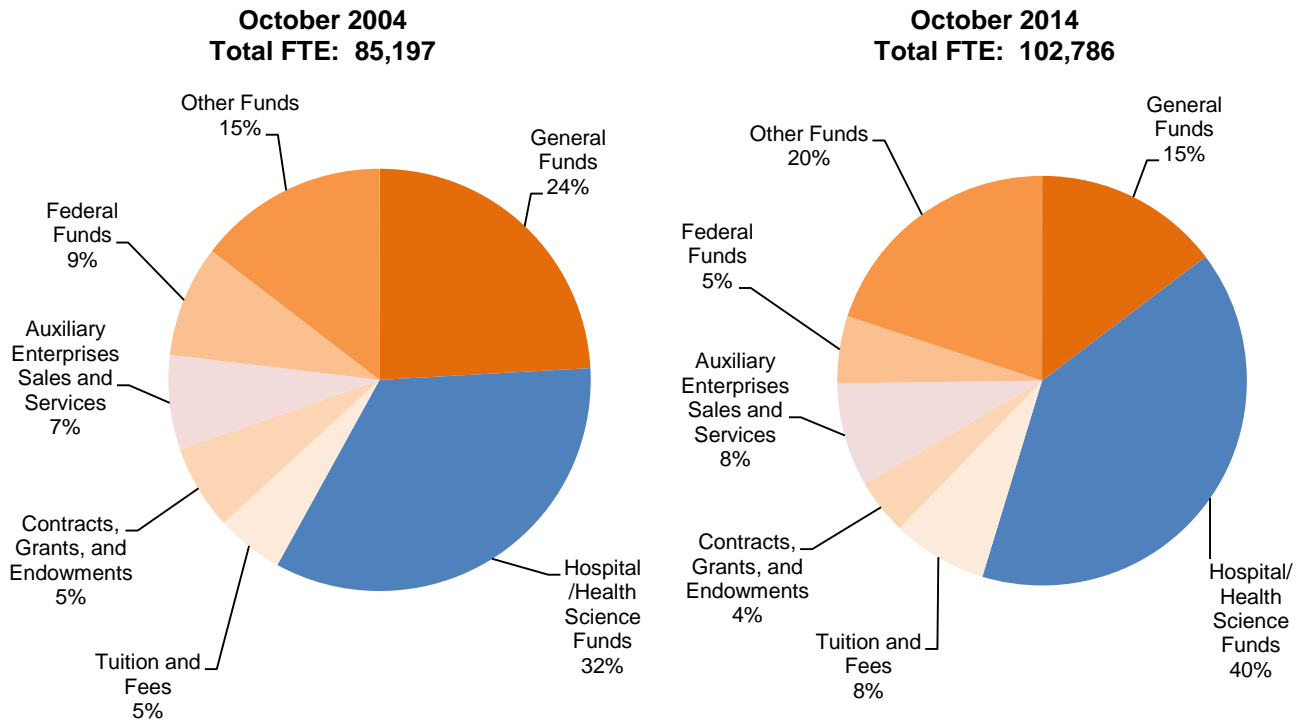
** Staff with Other/Unknown Race/Ethnicity (approximately 3% of Career staff) are not included in WP 8.4.

Note: Scales differ among charts.

***Ten percent of UC Berkeley staff were listed as "Other" at the time of this publication. Data is being investigated.

WORKFORCE PROFILE 9: FUNDING SOURCES

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

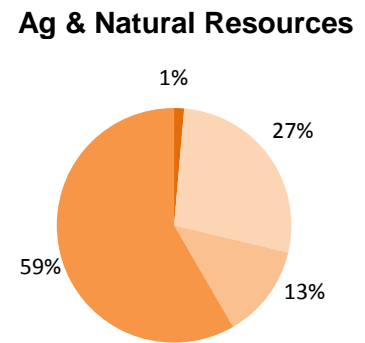
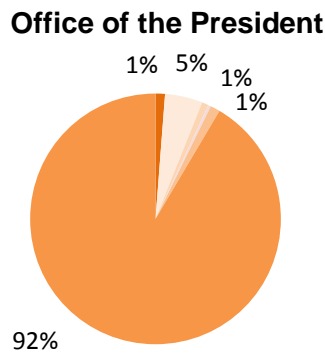
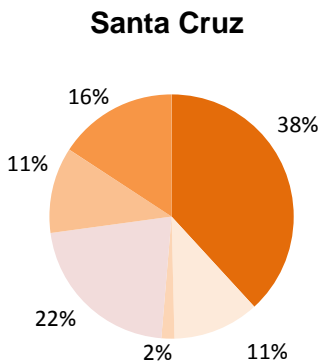
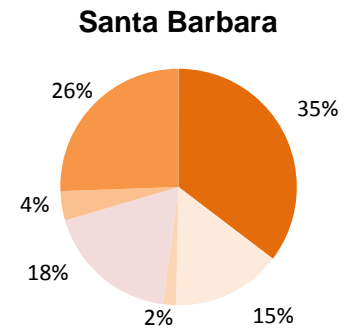
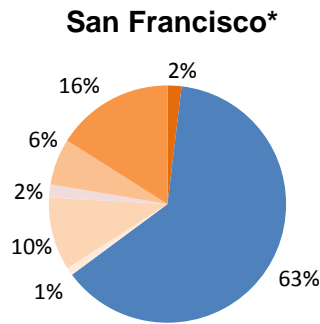
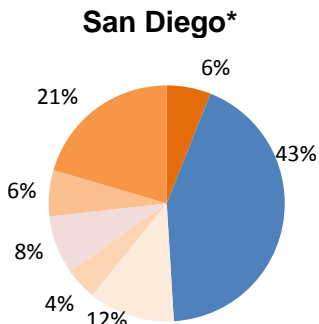
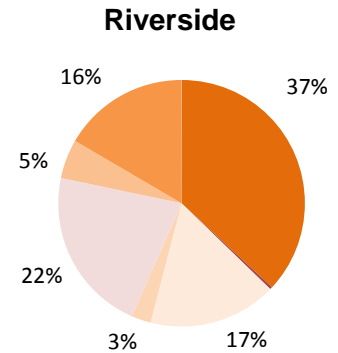
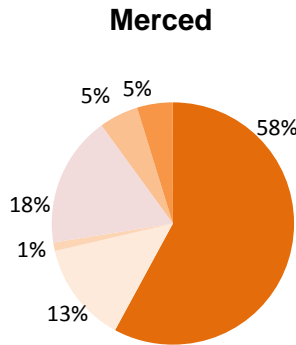
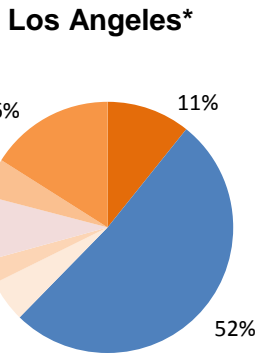
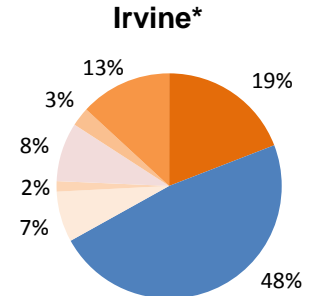
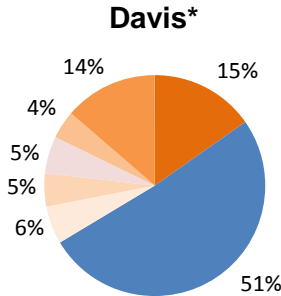
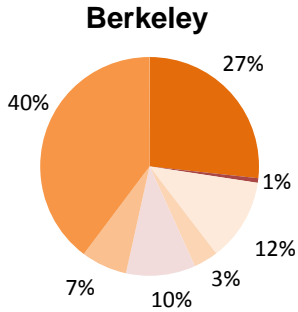
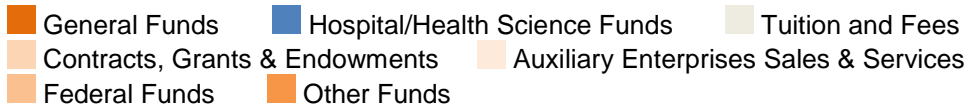


In keeping with the trend of the past decade, Hospital/Health Science Funds continue to form the largest proportion of staff FTE systemwide and continue to grow in comparison to other sources (40% in 2014, up from 32% in 2004). General Funds, which are made up of funds from the State of California along with UC General Funds (primarily non-resident student tuition), make up a shrinking portion of the total: 15% in 2014, down from 24% in 2004. The portion of FTE paid from Federal Funds, primarily research contracts and grants, has dropped slightly, from 9% to 5%, while the portion from other Contracts and Grants sources has remained stable over the past decade. Tuition and Fees funds about 3 percent more FTE in 2014 than in 2004 and Auxiliary Enterprises increased by 1 percentage point during that same period.

The funding detail by location, WP 9.2, shows that campuses 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.

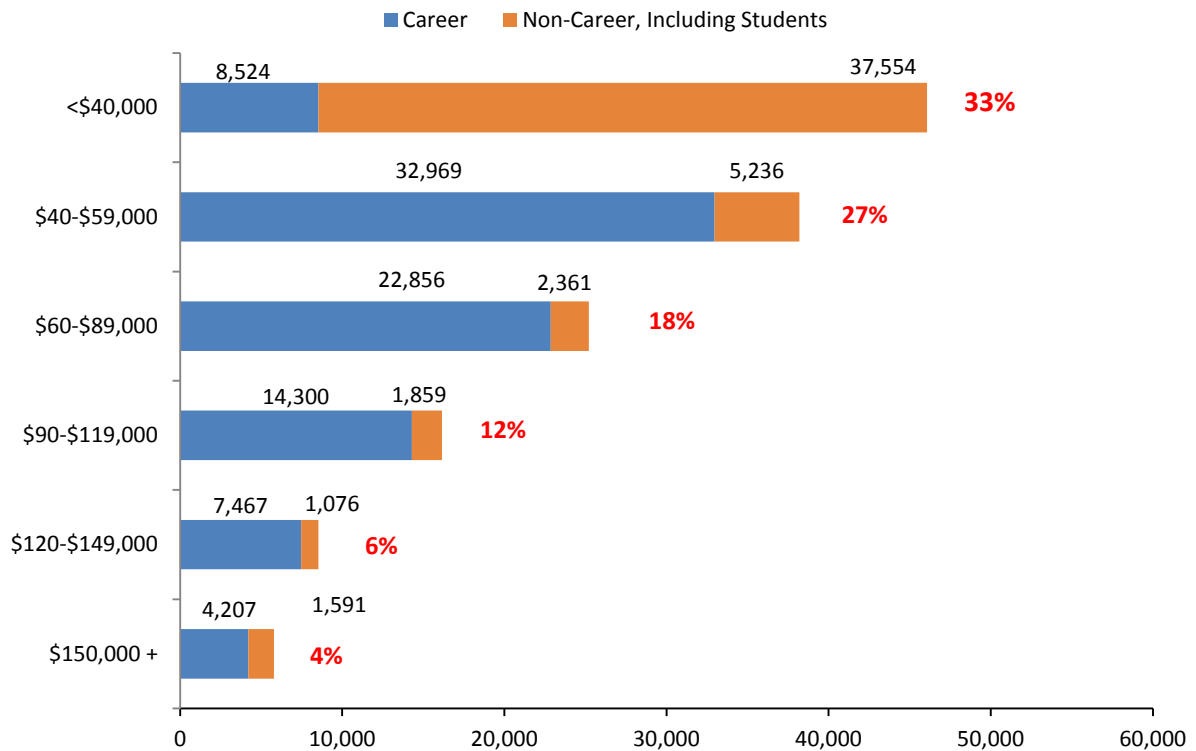
WP 9.2: Percentage of Staff FTE by Fund Source, by Location
 October 2014, All Appointment Types



* Campus with a medical center

WORKFORCE PROFILE 10: AVERAGE SALARIES

WP 10.1: Staff Workforce Distribution of Annualized Salary Rates October 2014, All Appointment Types Headcount = 140,000

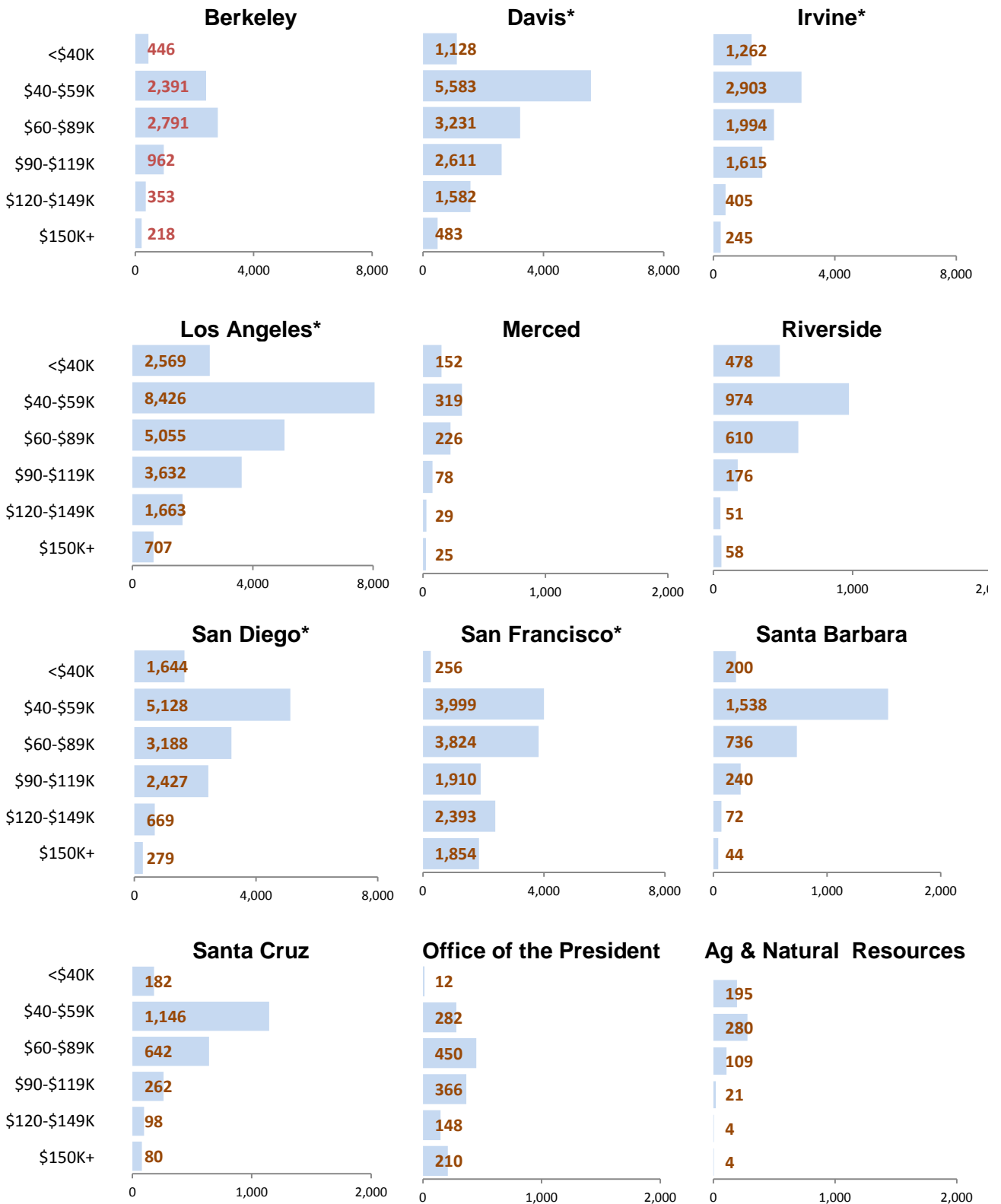


Notes: Includes base salary only. Does not reflect reductions due to staff participation in the voluntary ERIT (Employee Reduction in Time) or the Phased Retirement programs.

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

The largest percentage of Career staff falls within the salary range of \$40,000 to \$59,000, and the average annualized salary rate for all Career staff in 2014 was \$76,013 – a 5% increase over the 2013 average. 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 2014



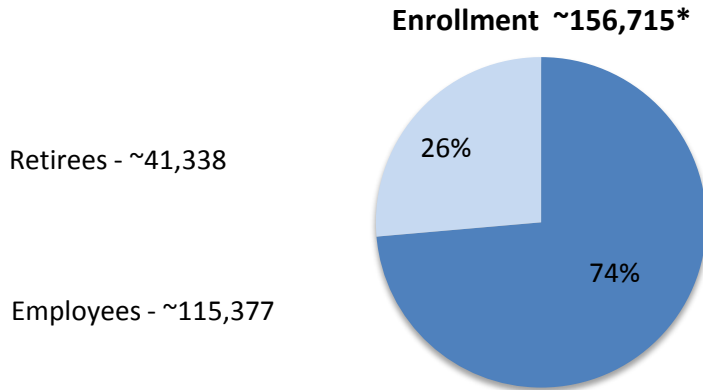
Note: Scales differ among charts
 * Campus with a medical center

PART III: BENEFITS

BENEFITS 1: MEDICAL

B 1.1: Medical Plan Coverage

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



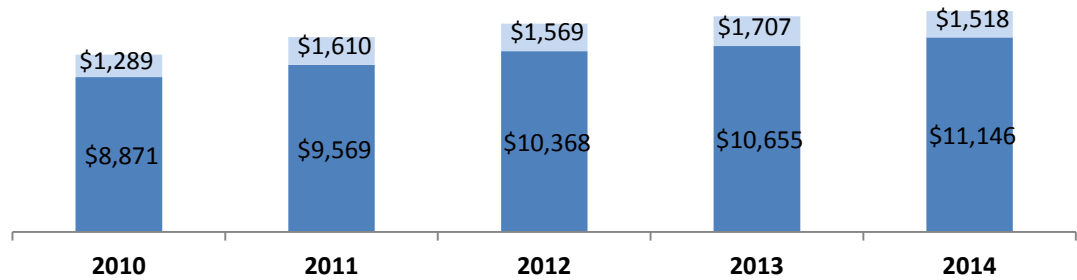
* Primary subscribers (employees and retirees) only — data does not include family members.

The number of employees and retirees enrolled in a UC medical plan is approximately 2.2 percent higher than 2013 enrollments.

B 1.2: Medical Plan Coverage Per Capita Costs

Staff and Academic Appointees[†]

- University Contribution - includes all fund sources
- Employee Contribution



Average annual total cost per employee	\$10,160	\$11,179	\$11,937	\$12,362	\$12,664
--	----------	----------	----------	----------	----------

Average Share Paid by Employee	13%	14%	13%	14%	13%
--------------------------------	-----	-----	-----	-----	-----

Note: [†]Excludes LBNL personnel and retirees.

The average cost of providing medical plan coverage continues to increase. Since 2010, the average total medical plan coverage cost has increased by 25%. During this time the University's contribution, on average, has varied between 86-88% of the total premium cost. In 2014, on average, the employee's share of the coverage cost decreased by 11% from 2013, and was also lower than it was in 2012 and 2011.

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 3% from 2013. Other plan enrollments increased by more than 2%.

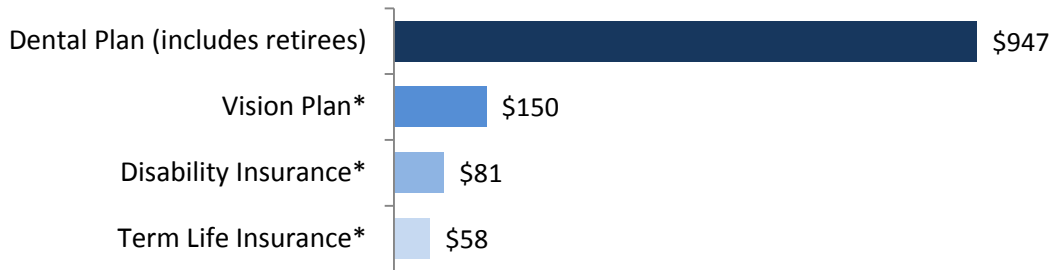
B 1.4:

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

Staff, Academic Appointees, LBNL Personnel, and Retirees

2014 Total University Contribution: \$1,236

Employee/Retiree Contribution: \$0*

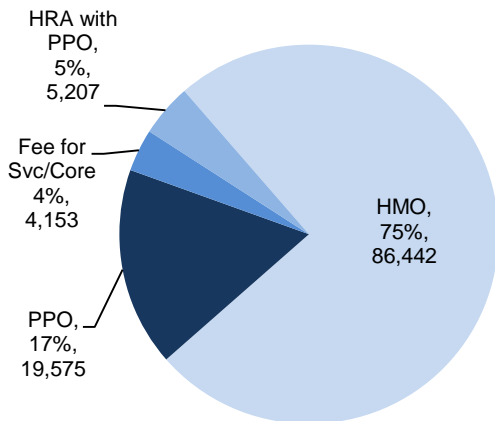


* UC-paid vision, disability, and term life insurance are not continued into retirement. Retirees may continue vision coverage but must pay full cost.

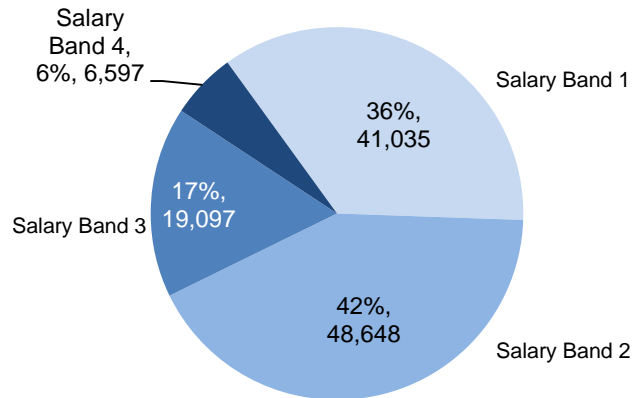
The University's annual average contribution for non-medical benefits remained approximately the same as the previous year.

B 1.5: Medical Plan Enrollment Statistics – Active Members Only

By Medical Plan Type*



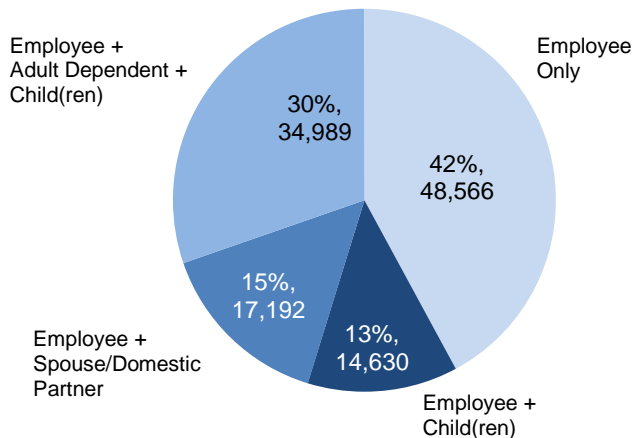
By Salary Band



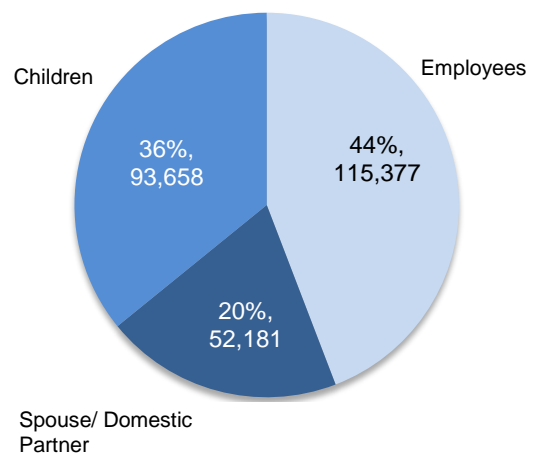
* Refer to Appendix B, Glossary of Terms for Medical Plan Type definitions.

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 115,400 employees, 52,200 spouses/domestic partners and 93,700 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 2014, 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).

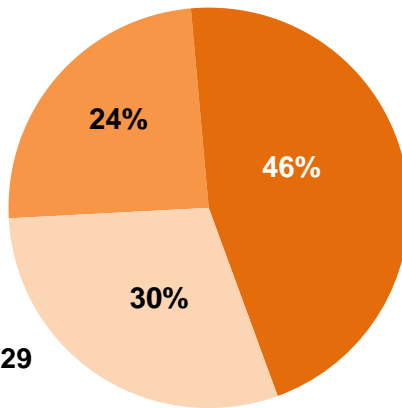
BENEFITS 2: RETIREMENT

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

Fiscal Years: 2012-13 and 2013-14, Staff, Academic Appointees, LBNL Personnel, and Annuitants

Fiscal Year 2013-14
Total Membership = 262,988

Annuitants - 61,191
 Retirees: 54,714
 Survivors/Beneficiaries: 7,714
 Disabled: 1,763

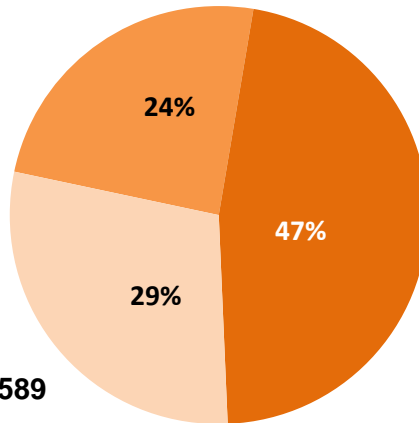


Active Members - 120,568
 Staff: 97,761
 Academic: 23,807

Inactive Members* - 78,229

Fiscal Year 2012-13
Total Membership = 253,625

Annuitants - 61,715
 Retirees: 52,300
 Survivors/Beneficiaries: 7,518
 Disabled: 1,897



Active Members - 118,321
 Staff: 94,875
 Academic: 23,446

Inactive Members* - 73,589

* 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.

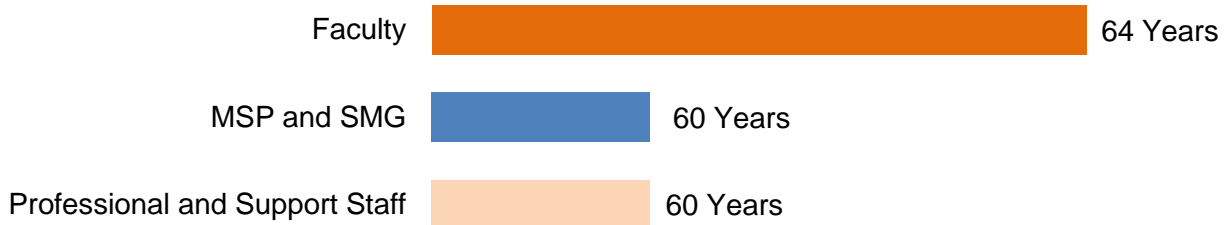
Membership in UCRP increased by 3.7%, from 253,625 in 2012-13 to 262,988 in 2013-14.

B 2.2:

UCRP Membership

Fiscal Year 2013-14, Staff, Academic Appointees and LBNL Personnel

Average Retirement Age



Average Years of Service Credit at Retirement

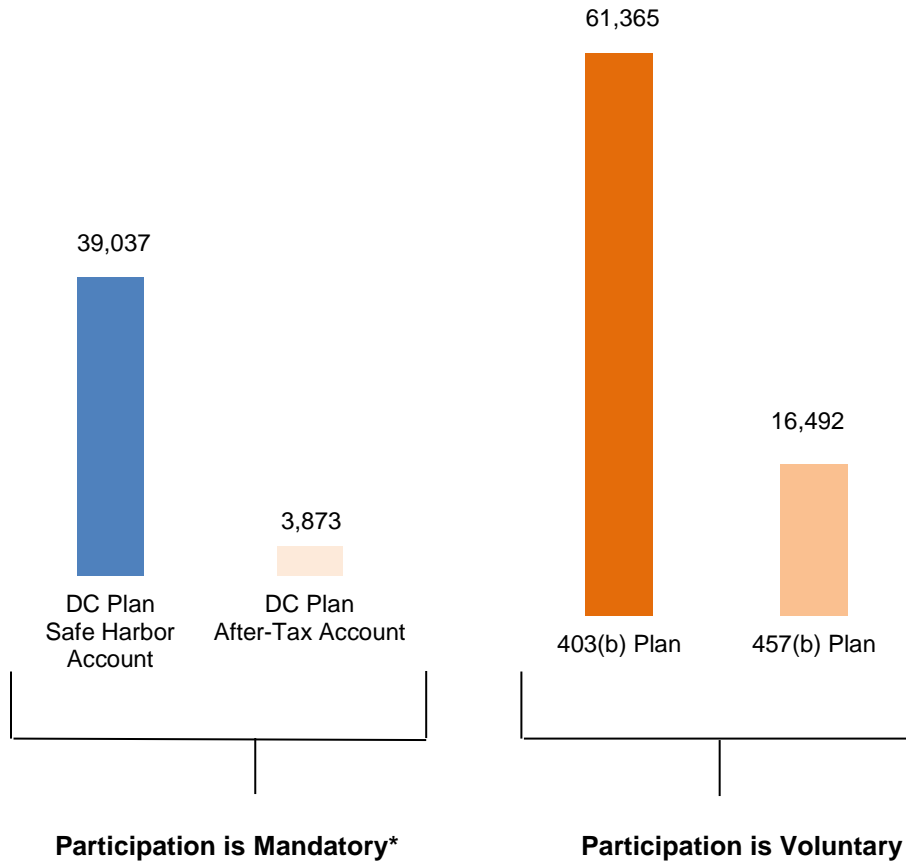


Twenty years ago, staff employees retired at an average age of 62, with an average of 14 years of UCRP service credit. As the charts above show, as of FY 2013-14 staff now retire from UC with more years of UCRP service credit but at an earlier age, which is unchanged from FY 2012-13. Most employees hired 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 2014-15, Staff, Academic Appointees, LBNL Personnel, and Annuitants

(Headcount – Includes active participants)



* Participation is mandatory for any employee not eligible for membership in UCRP and not otherwise exempt from Social Security.

Note: Data shown above exclude 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.

Note: the 457(b) plan was first introduced in 2004.

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. By Fiscal Year 2013-14, 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.

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.