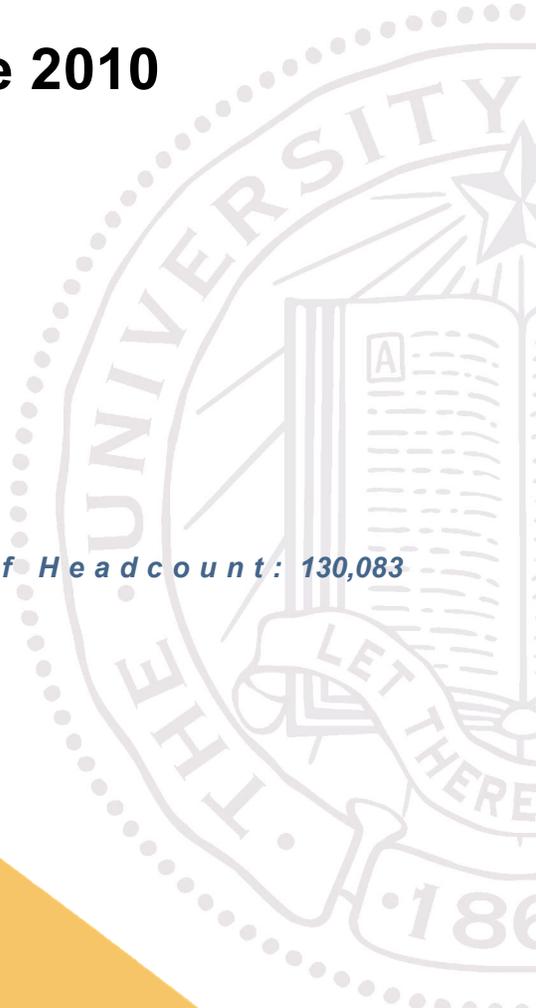
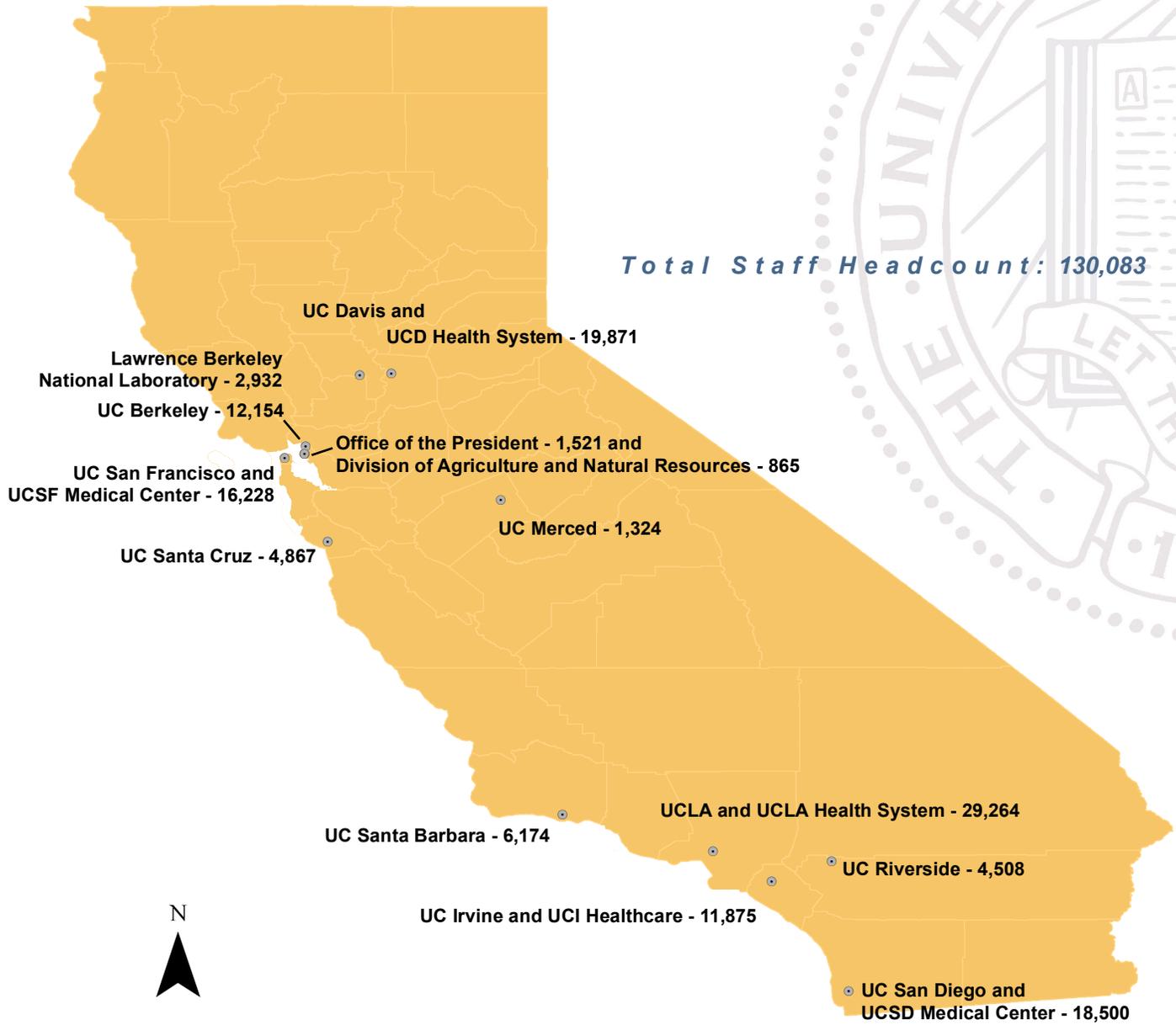




# University of California Staff Workforce Profile 2010



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, researchers, graduate student appointees, and postdoctoral scholars.

# UNIVERSITY OF CALIFORNIA STAFF WORKFORCE PROFILE 2010

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## INTRODUCTION

The University of California is a vast public treasure, and our success in carrying out our mission of teaching, research, and public service reflects the quality and commitment of our faculty and staff.

The 2010 edition of the Staff Workforce Profile presents useful information that reflects the rich variety and complexity of our workforce. The Profile is a statistical snapshot of the staff workforce as of October 2010, as well as some multi-year comparative data. The Profile also includes campus level data on select demographics. The demographic information presented pertains to all levels of staff at the campuses and UC Office of the President as well as the UC Division of Agriculture and Natural Resources. Since Lawrence Berkeley National Lab (LBNL) maintains a unique payroll system and defines employee categories differently from other UC locations, their data in most cases will not be 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 as noted in the Chart title. In Part II, the demographics pertinent to benefits, health and welfare, and retirement, include members both in academic and staff titles.

Given the current and emerging workforce planning and talent management issues facing the University of California, it is expected that the 2010 Workforce Profile will be a useful tool and continuing reference for UC Leadership, HR Professionals, and others engaged in planning, developing and implementing their responses to a variety of issues. The Profile is also a companion piece to the 2011 UC Accountability Report as well as the 2010 Accountability Sub-Report on Diversity. The following are links to these reports:

UC Accountability Report:

<http://www.universityofcalifornia.edu/accountability/documents/accountabilityreport11.pdf>

Annual Accountability Sub-Report on Diversity:

[http://www.universityofcalifornia.edu/accountability/documents/diversity\\_subreport\\_2010.pdf](http://www.universityofcalifornia.edu/accountability/documents/diversity_subreport_2010.pdf)

Workforce data in the Profile were generated from the Corporate Personnel System, developed by the Office of Information Technology Services 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. Please direct questions or comments about this publication to Elly Skarakis (eleanor.skarakis@ucop.edu)

# UNIVERSITY OF CALIFORNIA STAFF WORKFORCE PROFILE 2010

## PART I: STAFF WORKFORCE PROFILE

**Table 1: Statistical Snapshot of Staff Workforce<sup>1</sup>**  
**Data as of October 2010**

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

	Headcount <sup>2</sup>	FTE <sup>3</sup>
Professional and Support Staff (PSS) .....	117,840	85,847
• <i>Students Working in Staff Titles</i> .....	28,734	7,164
• <i>PSS Excluding Students</i> .....	89,106	78,683
Management and Senior Professionals (MSP) .....	9,112	8,396
Senior Management Group (SMG) .....	199	196
➤ Staff Workforce Excluding Lawrence Berkeley National Laboratory (LBNL) <sup>4</sup> .....	127,151	94,439
➤ LBNL Staff Workforce <sup>5</sup> .....	2,932	2,757
➤ <b>UC Staff Workforce, including LBNL</b> .....	<b>130,083</b>	<b>97,196</b>

### Selected Staff Workforce Characteristics (Excluding LBNL)

Minority Representation, Career Staff .....	54%
Gender Representation, Career Staff	
• Female .....	65%
• Male.....	35%
Average Age	
• All Staff Appointment Types <sup>6</sup> .....	38 years old
• Career Staff .....	44 years old
Average Length of Service from Date of Most Recent Hire	
• All Staff Appointment Types <sup>6</sup> .....	6 years
• Career Staff .....	9 years
Percentage of Staff Exclusively Represented by Unions	
• All Staff Appointment Types <sup>6</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.

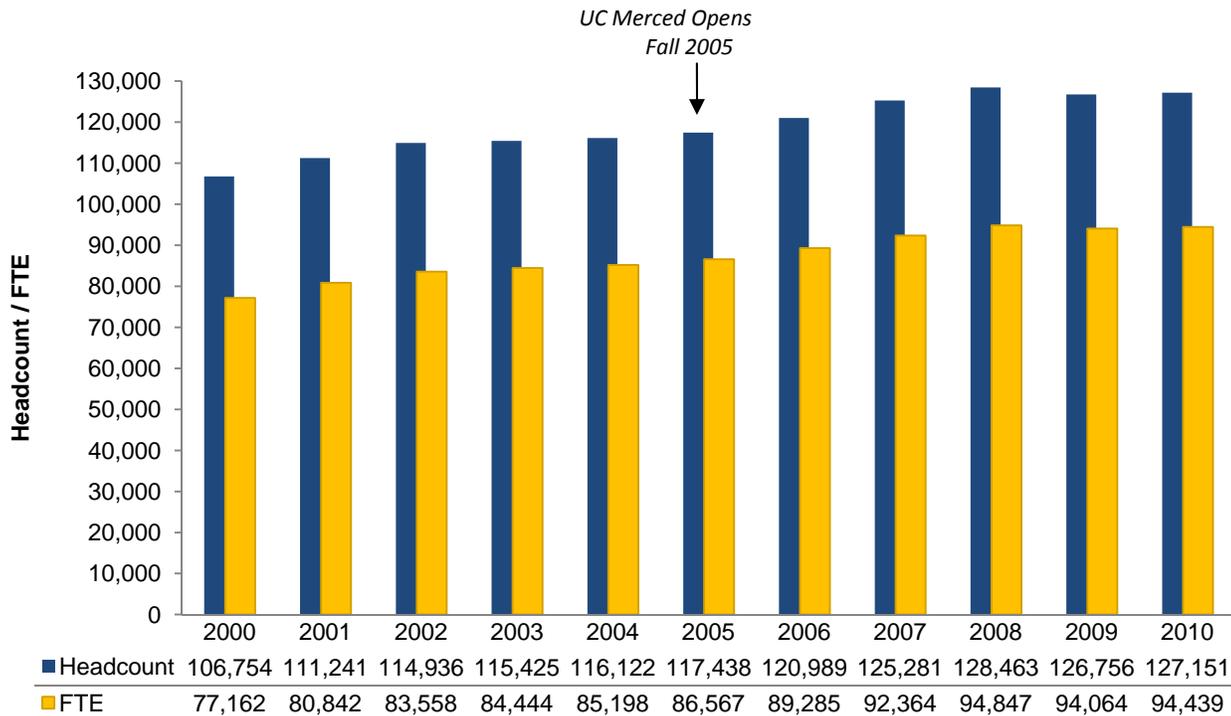
<sup>3</sup> Base pay FTE; does not reflect reductions in time taken as a result of the furlough program (Sept.2009 – August 31, 2010 or the voluntary START program (July 2008 – December 31, 2010).

<sup>4</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>5</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>6</sup> "All Staff Appointment Types" includes students working in staff titles.

**Chart 1: Staff Workforce Headcount and Full-Time Equivalents (FTE)<sup>1</sup>**  
 2000 – 2010, October Snapshots  
 All Appointment Types, Including Students Working in Staff Titles



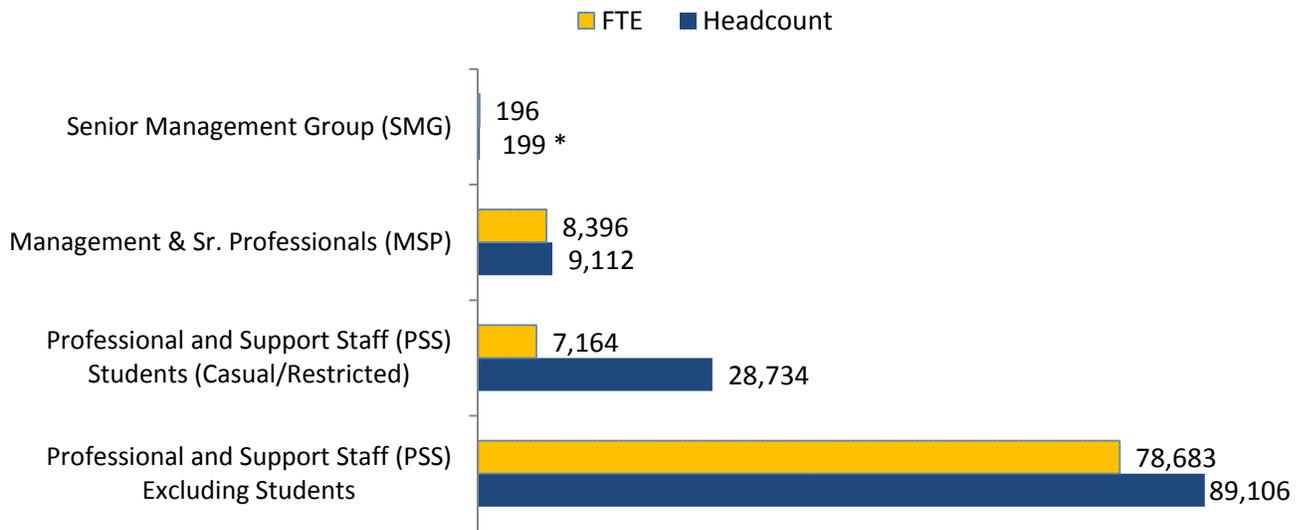
Note: Headcount and FTE revised slightly from 2008 Workforce Profile, due to improved reporting capabilities. FTE does not reflect reductions due to staff participation in the voluntary START (Staff and Academic Reduction in Time) program (2006-2010) and University-wide Furlough/Salary Reduction program (September 1, 2009- August 31, 2010).

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

Repeated cuts in State funding in the latter part of the decade have led to efforts at restructuring and the search for administrative efficiencies throughout the UC system. As a result, between October 2009 and October 2010, the number of staff employees added to the workforce remained relatively flat – both the headcount and FTE increased by fewer than 400 people (less than .03%)

<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 2010  
**All Appointment Types, Including Students Working in Staff Titles**  
**Total Headcount = 127,151**  
**Total FTE = 94,439**



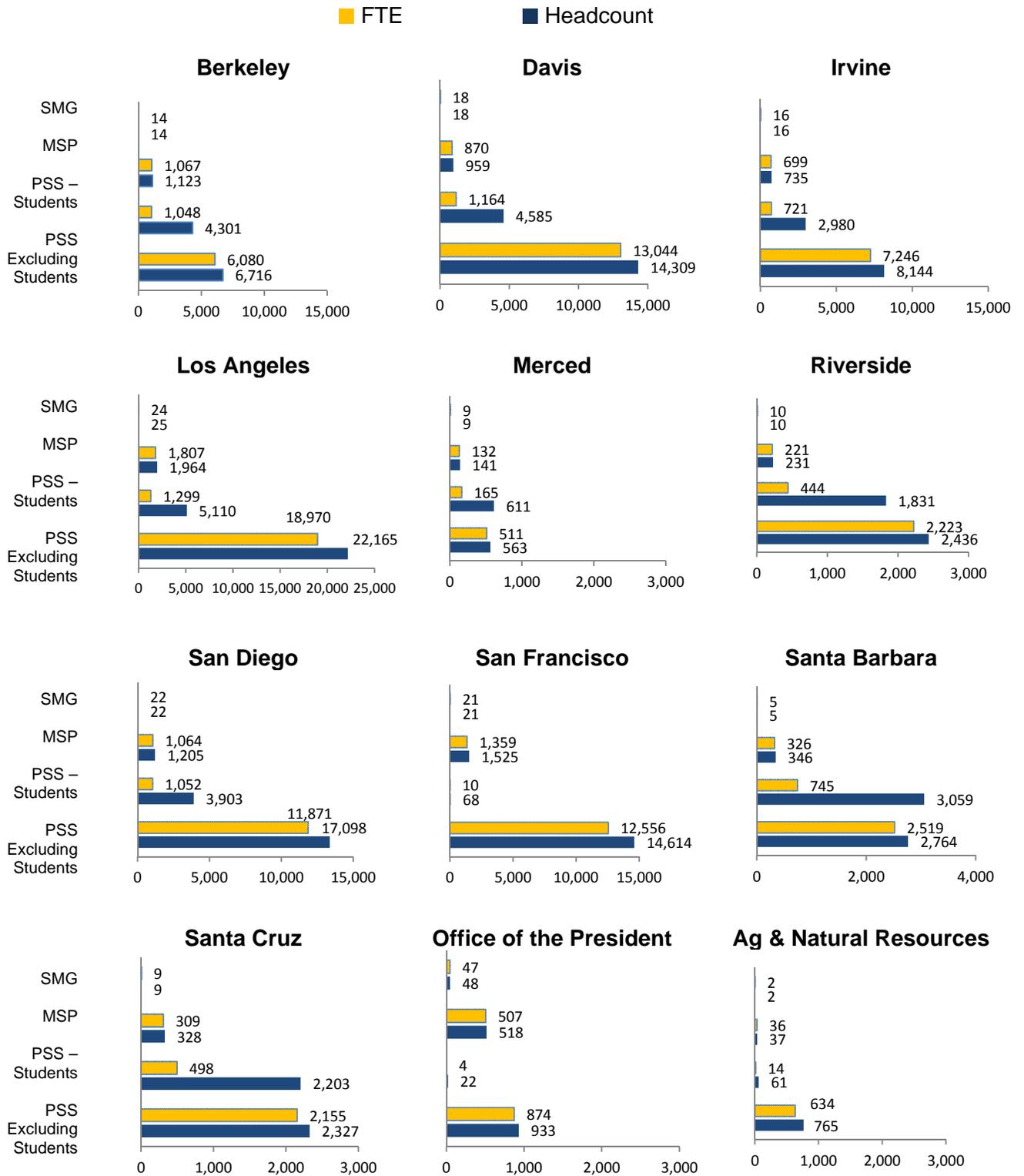
Staff members at the University of California are categorized into three personnel programs: Senior Management Group (SMG), Management and Senior Professionals (MSP), and Professional and Support Staff (PSS). The Senior Management Group consists of the senior leadership of the campuses and the systemwide administration, including Chancellors, Provosts, Vice Provosts 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 – 28,734) 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.

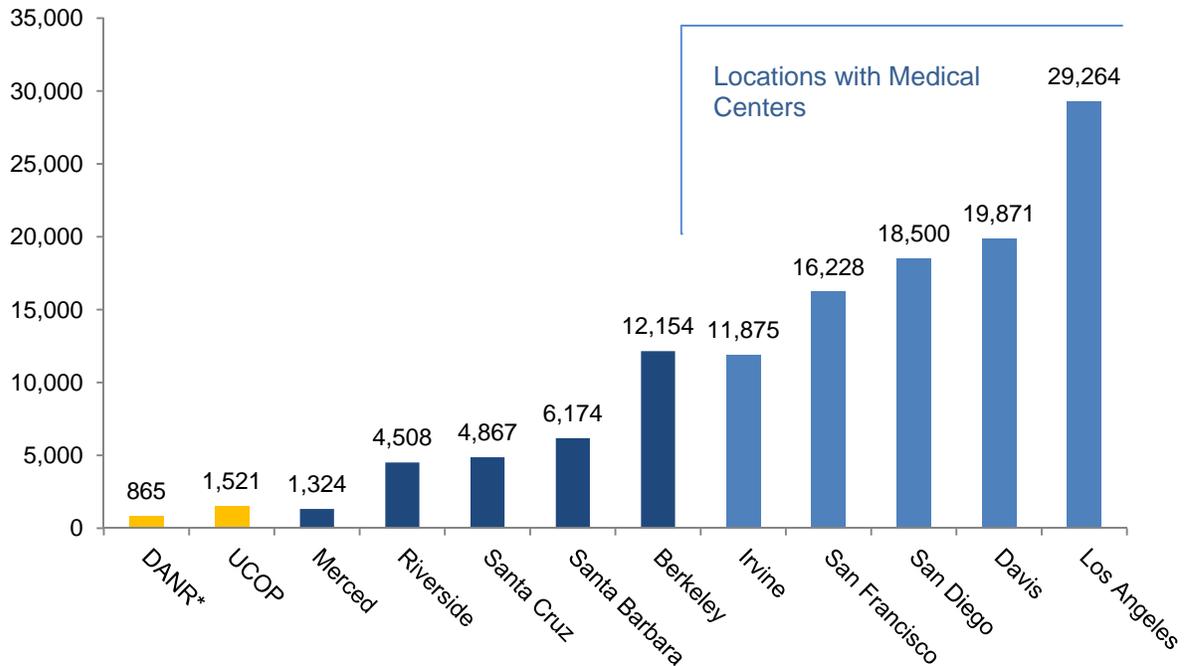
\* Note in 2010, ~100 Deans were transferred from the SMG personnel program into the Academic personnel program.

**Chart 3: Staff Workforce Headcount and Full-Time Equivalents (FTE) by Personnel Program, by Location**  
 October 2010  
 All Appointment Types, Including Students Working in Staff Titles



Please note scale differences

**Chart 4: Staff Workforce Headcount by Location**  
 October 2010  
**All Appointment Types, Including Students Working in Staff Titles**  
**Total Headcount = 127,151**



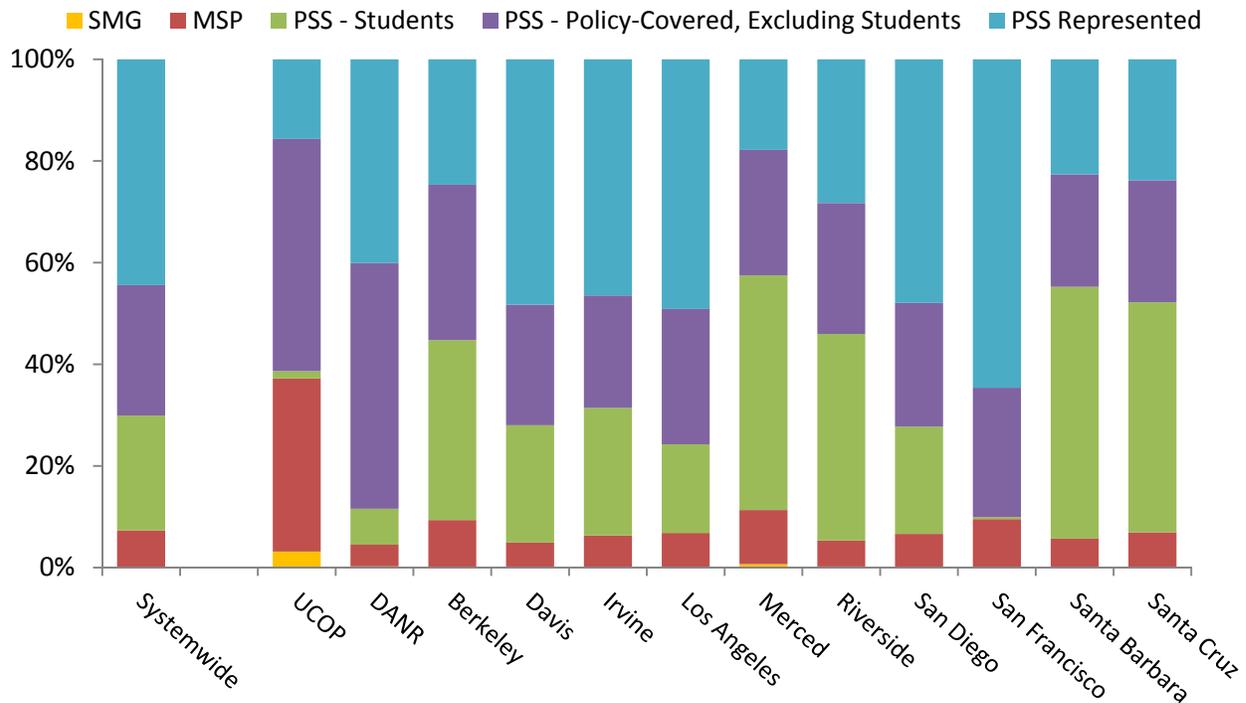
\*Division of Agriculture and Natural Resources (DANR) staff work both at the Oakland offices of the UC Office of the President (UCOP) and at Agricultural Experiment Stations in every county of the state except Alpine County.

Chart 4 shows staff headcount at the 10 campuses, UCOP, and DANR. UCOP and DANR, systemwide administrative offices, have smaller workforces than most of the campuses. Among the campuses, Merced, the newest campus with the smallest workforce, is still in the early stages of 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 2010  
**All Appointment Types, Including Students Working in Staff Titles**  
**Total Headcount = 127,151**

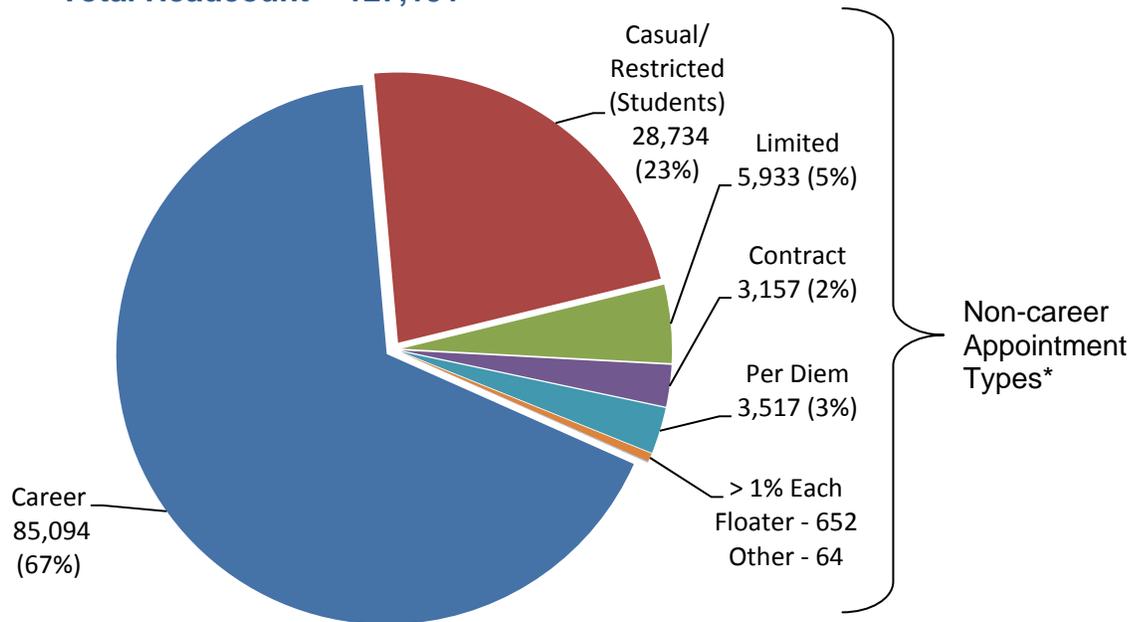


	TOTAL	UCOP	DANR	BK	DV	IR	LA	MC	RV	SD	SF	SB	SC
<b>SMG</b>	199	48	2	14	18	16	25	9	10	22	21	5	9
<b>MSP</b>	9,112	518	37	1,123	959	735	1,964	141	231	1,205	1,525	346	328
<b>PSS:</b>													
Policy-Covered:													
Students*	28,726	22	61	4,301	4,585	2,980	5,104	611	1,831	3,903	66	3,059	2,203
Excl. Students	32,628	695	418	3,716	4,718	2,627	7,798	327	1,161	4,504	4,129	1,366	1,169
Represented	56,486	238	347	3,000	9,591	5,517	14,373	236	1,275	8,866	10,487	1,398	1,158
<b>Total</b>	127,151	1,521	865	12,154	19,871	11,875	29,264	1,324	4,508	18,500	16,228	6,174	4,867

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 length of each color panel. Primarily because of their size, most locations with a medical center show a distribution similar to the systemwide average. This chart introduces the PSS Represented group who are staff employees represented by a union. As shown above, represented employees are located predominately at campuses with medical centers.

\* An additional 8 Casual/Restricted (student) staff were reported in other personnel programs.

**Chart 6: Staff Workforce Headcount by Career and Non-Career Appointment Types**  
 October 2010  
 All Personnel Programs  
 Total Headcount = 127,151



The staff workforce is predominantly career employees. This “core” group is supplemented by a smaller number of non-career employees 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 2009 and 2010 there was less than a 1% reduction in the staff career workforce and an increase of 3% (1,076) in the non-career appointment types. With fewer predictable resources, locations appear to be addressing budgetary uncertainty by hiring temporary workers.

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

**Table 2: Headcount by Appointment Type**  
 October 2009 and 2010

	2009	2010	Change	% Change
<b>Career</b>	85,775	85,094	-681	-1%
<b>Non-Career:</b>				
<b>Casual/Restricted</b>	28,351	28,734	383	1%
<b>Limited</b>	5,543	5,929	390	7%
<b>Contract</b>	3,029	3,156	128	4%
<b>Per Diem</b>	3,526	3,517	-9	0%
<b>Floater</b>	459	650	193	42%
<b>Other</b>	73	71	-9	-12%
<b>Non-Career Total</b>	<b>40,981</b>	<b>42,057</b>	<b>1,076</b>	<b>3%</b>

**Chart 7: Staff Workforce Headcount by Career and Non-Career Appointment Types, by Location**  
 October 2010  
**All Personnel Programs**

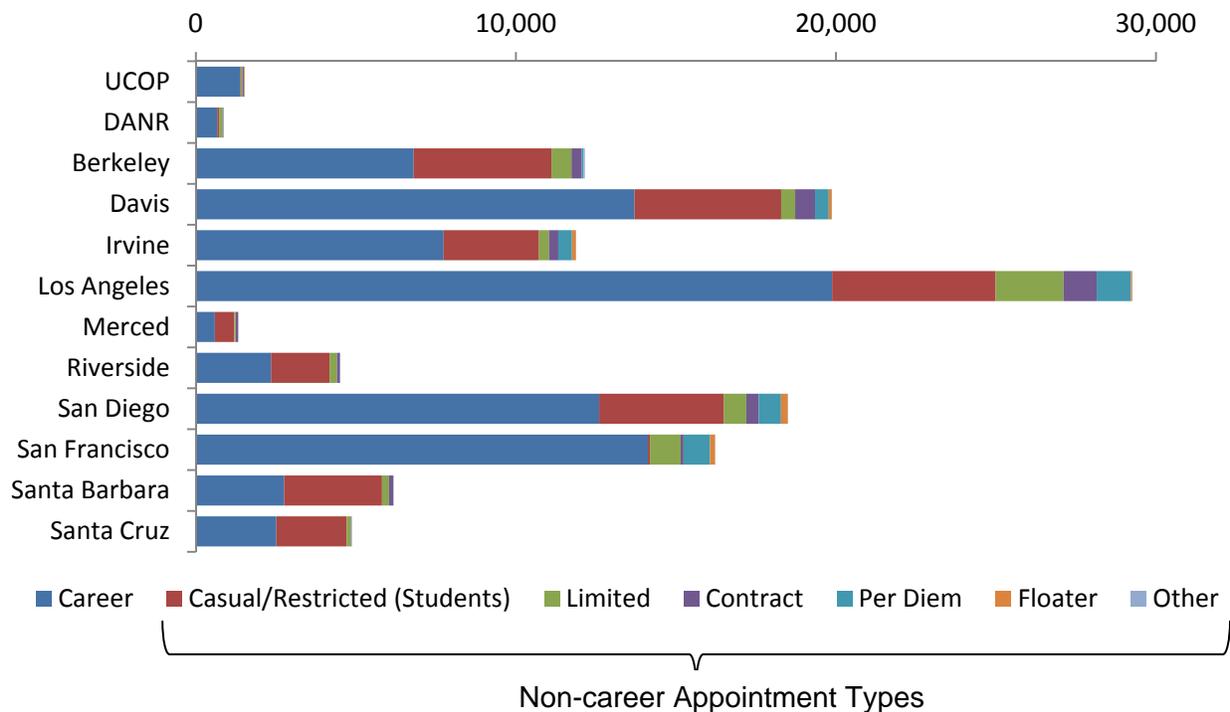


Chart 7 above shows that the locations primarily employ career employees. Per Diem appointments are uniquely found at Medical Centers. Casual/Restricted (student) employees make up a high percentage of the workforce on campuses without medical centers, with virtually none at UCOP and DANR.

Over the past decade, the different personnel programs have grown at different rates. As Table 3 shows, between October 2000 and October 2010, headcount in the MSP program increased from 5% to 7% of all staff, and PSS Policy excluding students increased from 21% to 26% of all staff, while the exclusively represented PSS staff declined from 51% to 44% of all staff.

**Table 3: Headcount by Personnel Program**  
 October 2000 and 2010

	2000	% of All Staff	2010	% of All Staff	Change, 2000-2010
<b>SMG*</b>	321	<1%	199	<1%	-122
<b>MSP</b>	5,018	5%	9,112	7%	4,094
<b>PSS Casual/Rest.</b>	12,030	23%	28,726	23%	4,696
<b>PSS Policy, Excl. Students</b>	22,928	21%	32,628	26%	9,700
<b>PSS Represented</b>	54,457	51%	56,486	44%	2,029
<b>Total</b>	106,754	100%	127,151	100%	20,397

\* Note in 2010, ~100 Deans were transferred from the SMG personnel program into the Academic personnel program.

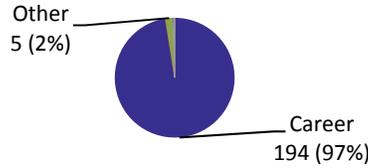
**Chart 8:**

**Staff Workforce Headcount by Personnel Program and Career and Non-Career Appointment Types**

October 2010

**Senior Management Group (SMG)**

Headcount = 199



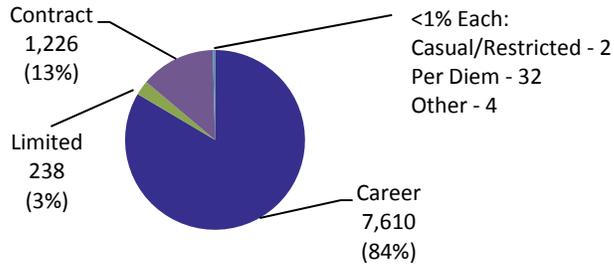
■ Career

**Management and Senior Professionals (MSP)**

Headcount = 9,112

■ Casual/  
Restricted  
(Students)

■ Limited



■ Contract

■ Per Diem

■ Floater

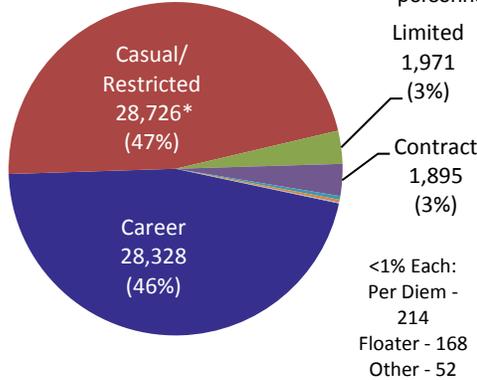
■ Other

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

Headcount = 61,354

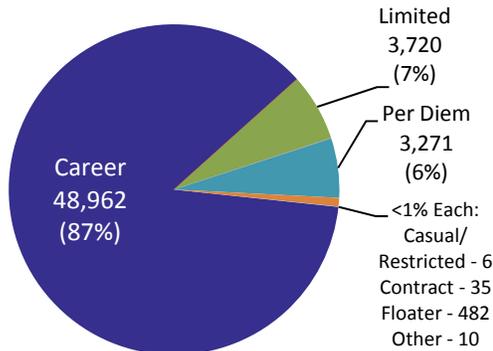
Non-Students = 32,628

\* An additional 8 Casual/Restricted staff employees were reported in other personnel programs

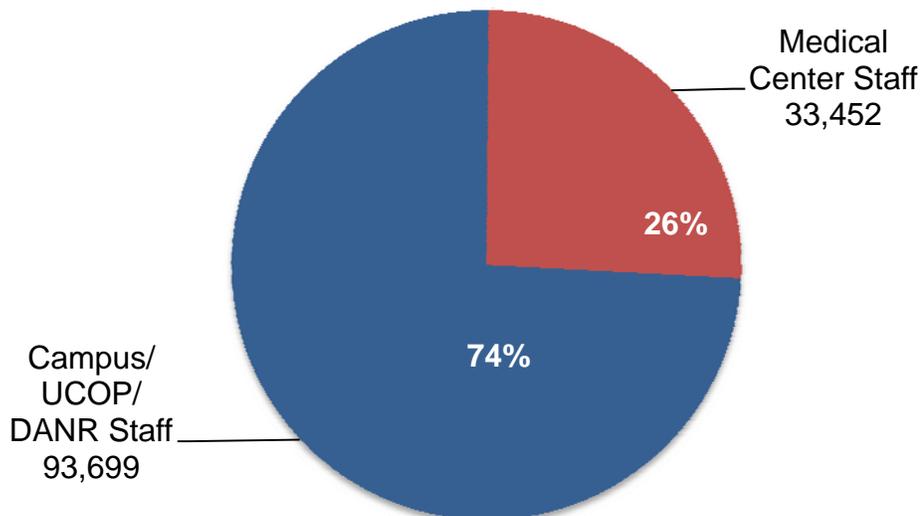


**PSS Exclusively Represented**

Headcount = 56,486



**Chart 9: Staff Workforce by Campuses and Medical Centers**  
 October 2010  
**Including Students Working in Staff Titles**  
**Headcount = 127,151**



In 2000 there were approximately 25,000 staff employees working at the medical centers. By October 2010, that number grew to a workforce of 33,452--a 33% increase. During this same time period the campus-based workforce grew by approximately 15%. The expansion of the University's medical enterprise reflects the expansion in the delivery of mission-aligned health care services, building expansion and acquisition of a number of new facilities, which requires the services of a growing number of staff employees.

**Table 4: Staff Workforce Campuses and Medical Centers Headcount**  
 October 2000 and 2010

	2000	% of Total	2010	% of Total	Change	% Change
<b>Campus/UCOP/DANR</b>	81,553	76%	93,699	74%	12,146	15%
<b>Medical Centers</b>	25,201	24%	33,452	26%	8,251	33%
<b>Total</b>	106,754	100%	127,151	100%	20,002	19%

**Chart 10: Medical Center Staff Workforce by Personnel Program**  
 October 2010  
 Including Students Working in Staff Titles



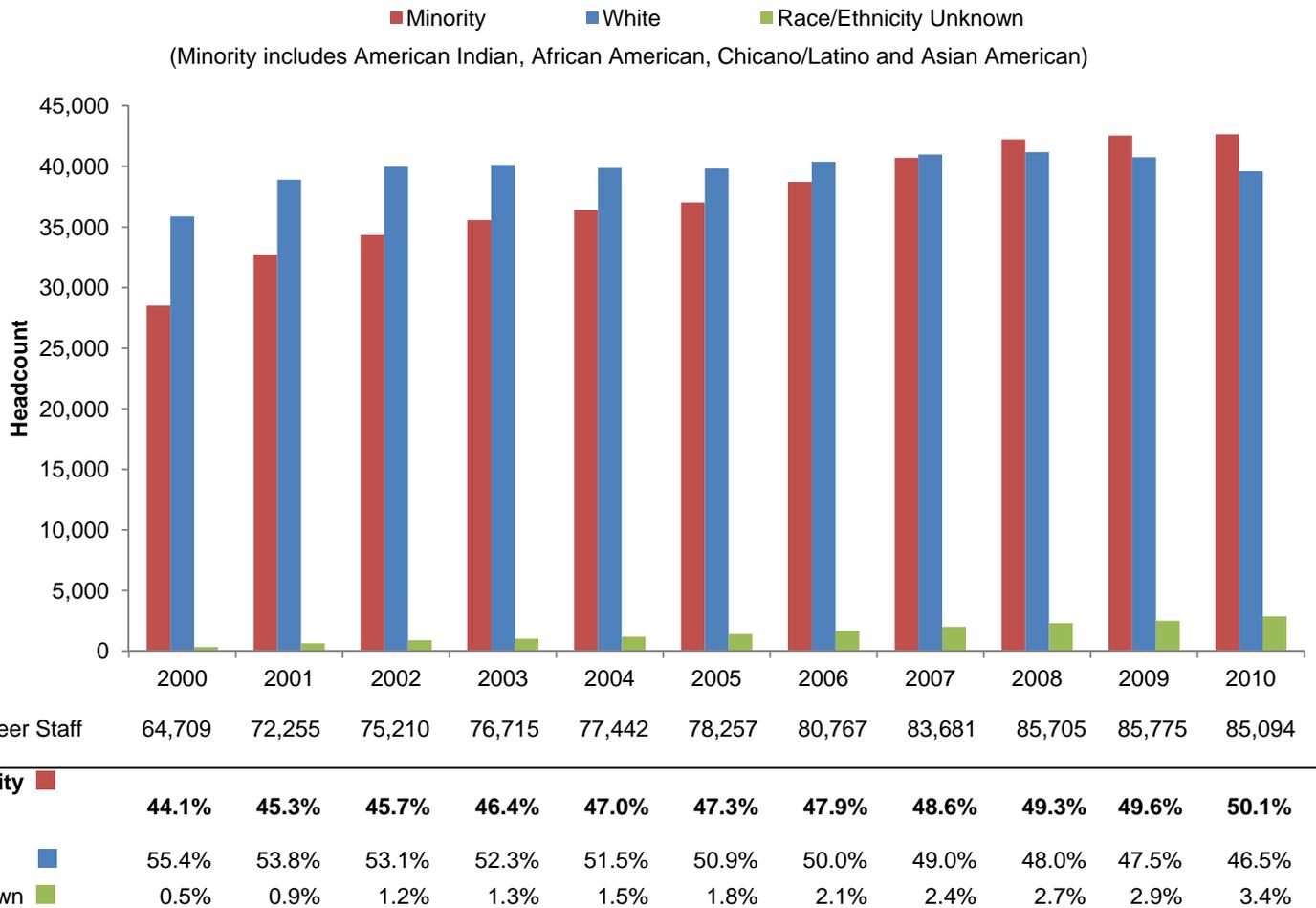
	DV	IR	LA	SD	SF	<b>Total**</b>	
<b>SMG</b>	7	7	9	10	7	40	<1%
<b>MSP</b>	347	149	475	276	508	1,755	5%
<b>PSS Policy*</b>	1,288	570	1,220	757	1,034	4,869	15%
<b>PSS Rep.</b>	5,388	3,457	7,285	4,580	6,078	26,788	80%
<b>Total</b>	<b>7,030</b>	<b>4,183</b>	<b>8,989</b>	<b>5,623</b>	<b>7,627</b>	<b>33,452</b>	

\*Includes 71 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 2000-2010  
 All Personnel Programs



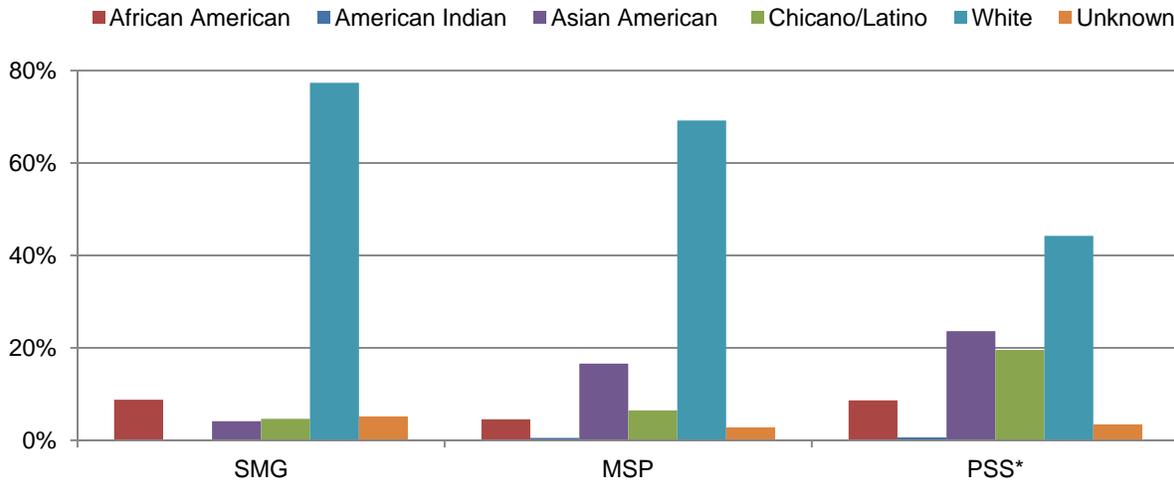
The University has made a concerted effort to increase employment diversity. In 2000, there were almost 11% more White staff than Minority staff but, by 2008 minorities became the plurality. By 2010, minorities exceeded 50% of the career workforce. The University is on the path of fulfilling the goal 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>.

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

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

October 2010

**Career Staff Headcount = 85,094**



	African American	American Indian	Asian	Chicano/Latino	White	Unknown	Total
SMG	17	0	8	9	150	10	194
MSP	345	39	1,261	491	5,264	210	7,610
PSS*	6,669	471	18,231	15,102	34,176	2,641	77,290
<b>Total</b>	<b>7,031</b>	<b>510</b>	<b>19,500</b>	<b>15,602</b>	<b>39,590</b>	<b>2,861</b>	<b>85,094</b>

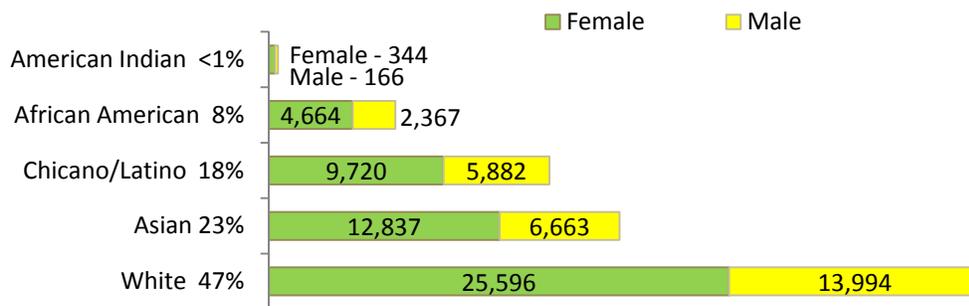
\*Includes both Policy-covered and represented PSS staff

**Chart 13: CAREER STAFF - Composition of Staff by Race/Ethnicity\* and Gender**

October 2010

**All Personnel Programs**

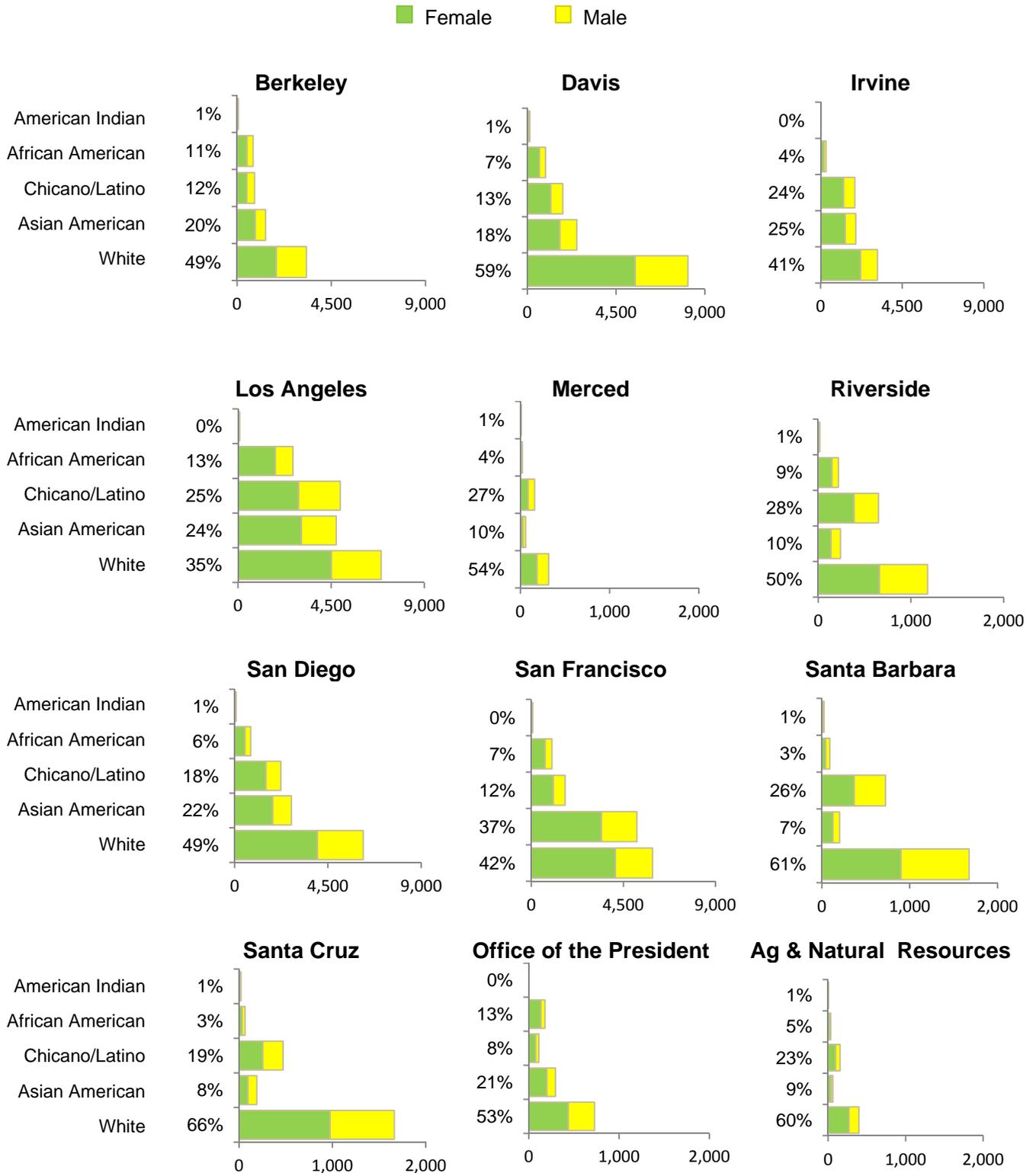
**Career Staff Headcount = 85,094**



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

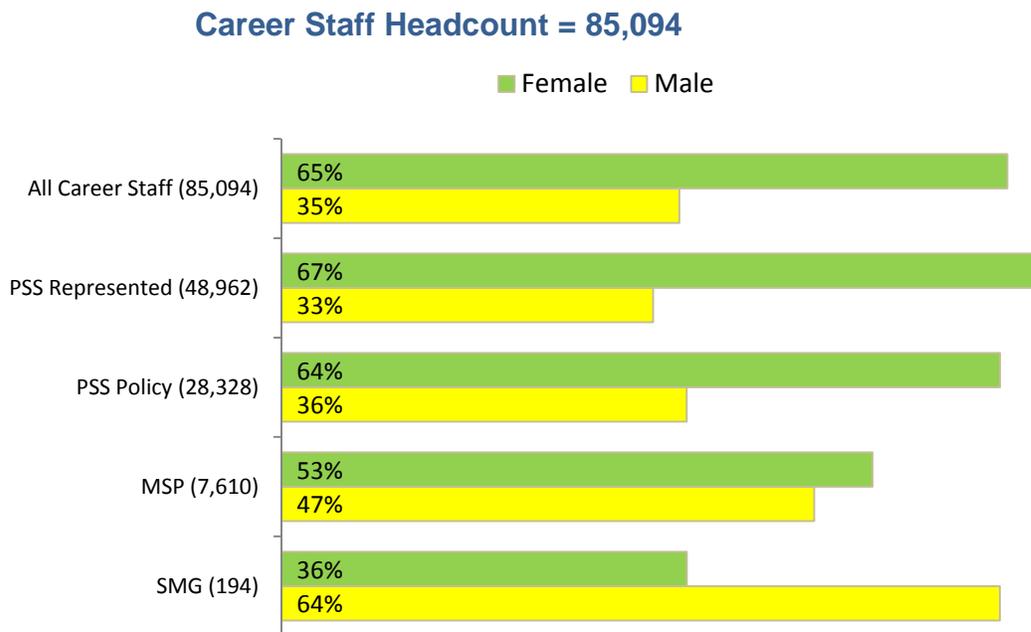
Historically, females have dominated the staff career workforce, by nearly a 2:1 gender ratio, in nearly all ethnic categories. In 2010, both genders in the African American, American Indian and White groups declined from the previous year; there are ~200 fewer African Americans, 20 fewer American Indians and 1,200 fewer White employees. Asian and Chicano/Latino groups increased slightly over the 2009 demographics: Asian by ~200 and Chicano/Latinos by 120 employees.

**Chart 14: CAREER STAFF – Composition of Staff Workforce by Race/Ethnicity\* and Gender by Location**  
 October 2010  
 All Personnel Programs



\*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 2010



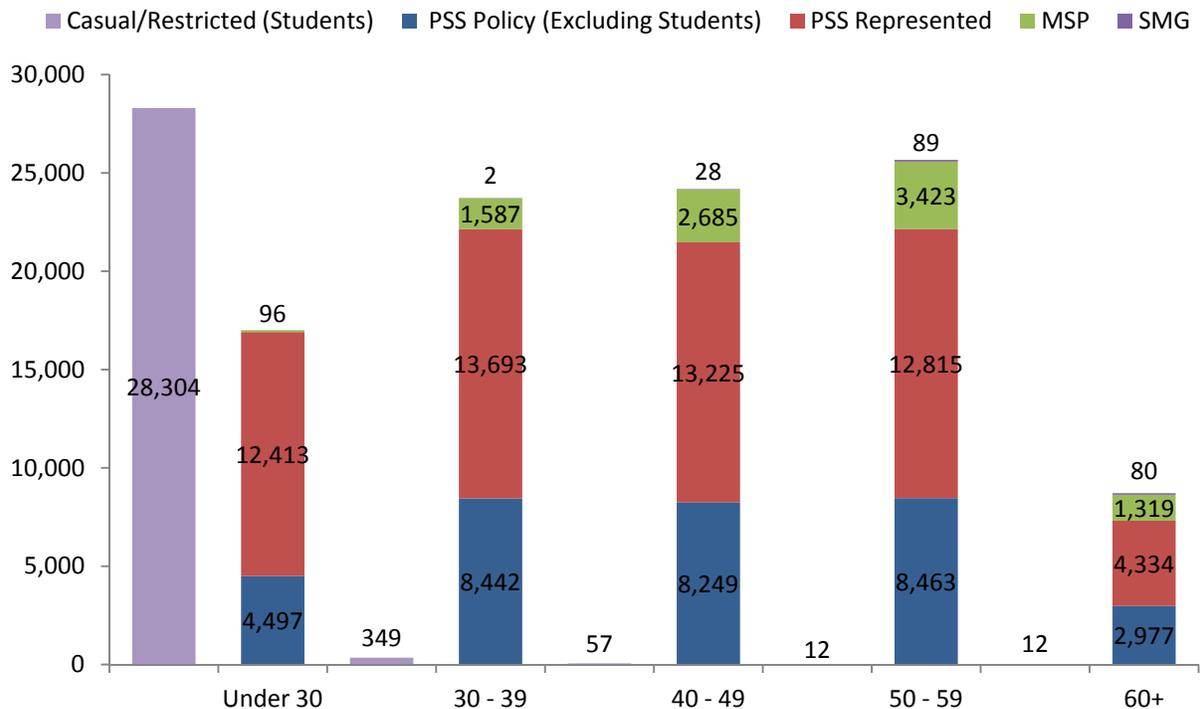
The majority of the career staff workforce is female (65%). This is primarily due to the large representation of women in the PSS program (40,282). In the MSP program, the balance of genders is closer to parity (53% female:47% male), and in the SMG program, the proportions are nearly the reverse of the career workforce as a whole: 36% female and 64% male.

A look back at ten-year systemwide gender statistics in Table 5 shows a percentage distribution similar ( within 1% point) to 2010 for all personnel programs. The decrease in the number of females(headcount) in SMG is due to the transfer of SMG Deans into the Academic Personnel program. In 2010, approximately 25 women and 62 men in the SMG program were transferred into the Academic Personnel program.

**Table 5: CAREER STAFF by Personnel Program and Gender**  
October 2000 and 2010

		2000 (Total 64,709)		2010 (Total 85,094)	
		Headcount	% of Total	Headcount	% of Total
<b>All Career Staff</b>	Female	42,424	66%	54,952	65%
	Male	22,285	34%	30,142	35%
<b>PSS Represented</b>	Female	26,998	67%	32,768	67%
	Male	13,104	33%	16,194	33%
<b>PSS Policy</b>	Female	13,284	65%	18,112	64%
	Male	7,041	35%	10,216	36%
<b>MSP</b>	Female	2,062	52%	4,002	53%
	Male	1,909	48%	3,608	47%
<b>SMG</b>	Female	80	26%	70	36%
	Male	231	74%	124	64%

**Chart 16: Age Distribution of Staff Workforce by Personnel Program**  
 October 2010  
**All Personnel Programs**  
**Average Age, All Staff: 38**  
**All Staff Except Students: 43**  
**Casual/Restricted (Students): 21**

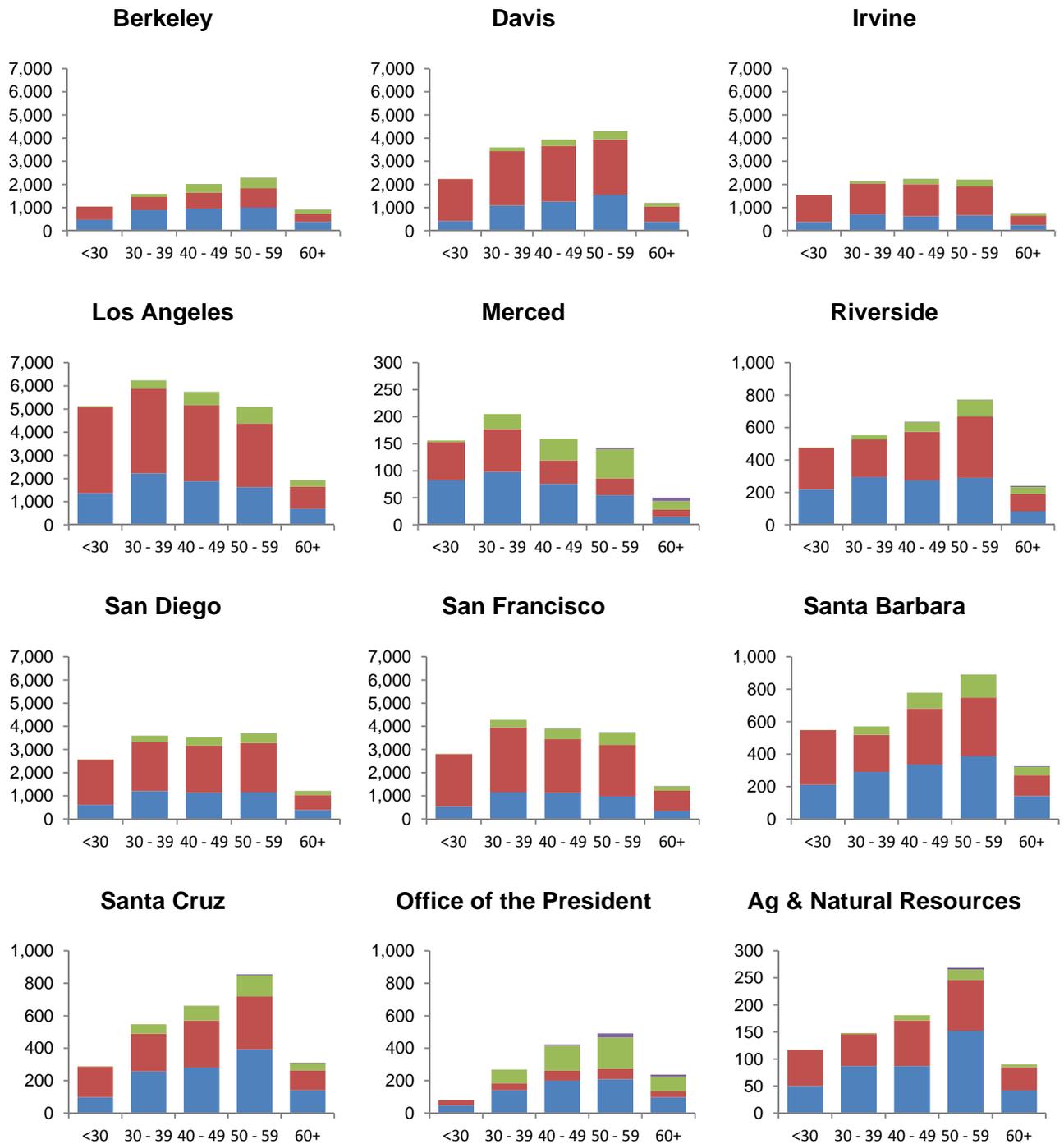


The chart above shows the age distribution of the staff workforce, which spans four generations: Millennials, Generation X, Baby Boomers, and the World War II generation. The vast majority (approximately 99%) of the casual/restricted workforce is under 30 years of age-- as would be expected since these appointments are open only to UC students. The rest of the staff are 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 ).

In the past ten-year period, the systemwide age distribution of staff has increased at the end-points: under age 30 (excluding working students) has gone from being 13% of the staff workforce to 15% in 2010. And the percentage of employees in the 60+ bracket has nearly doubled from 4% to 7%.

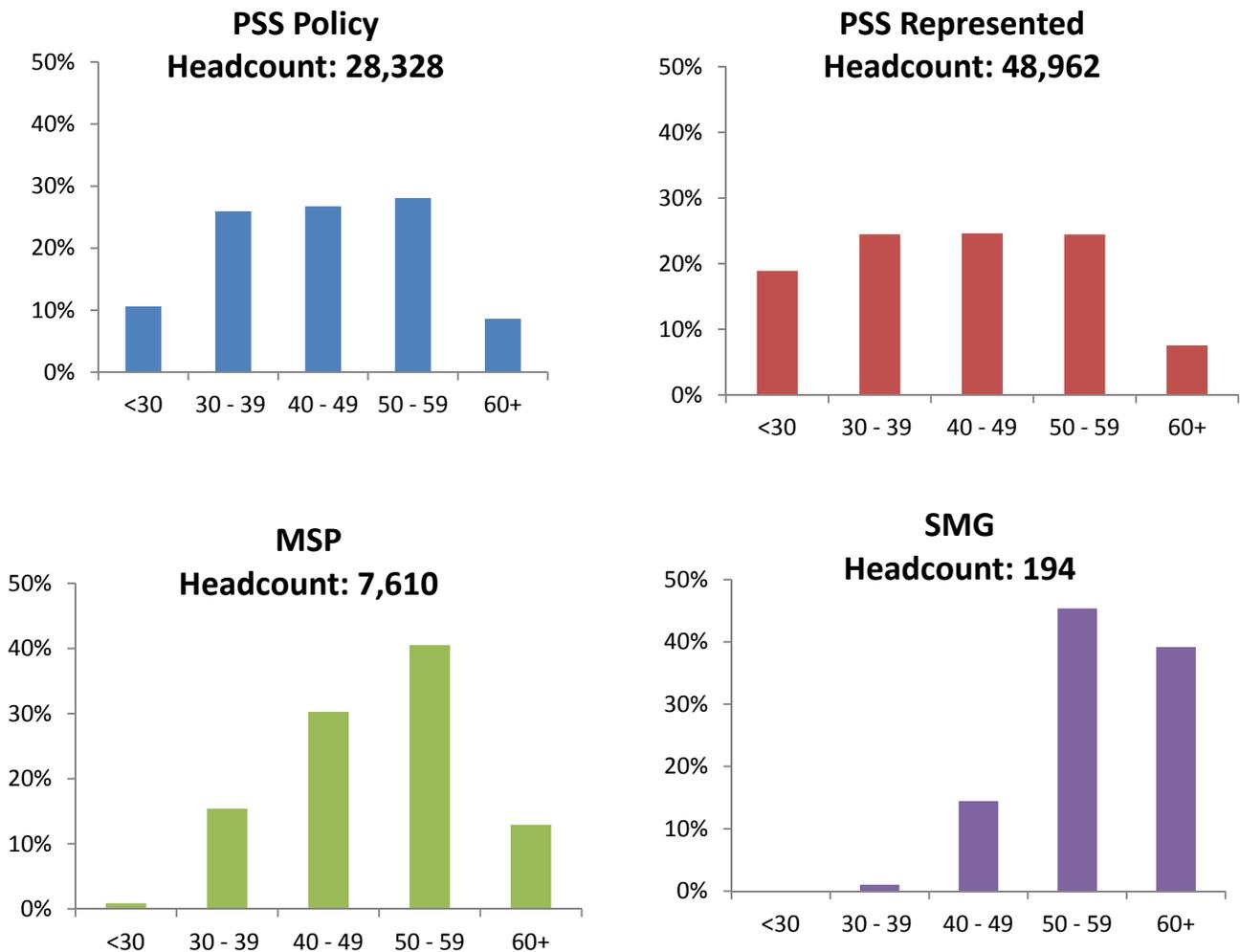
**Chart 17: Age Distribution of Staff Workforce by Personnel Program, by Location**  
October 2010

■ 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 2010  
 Average Age = 44



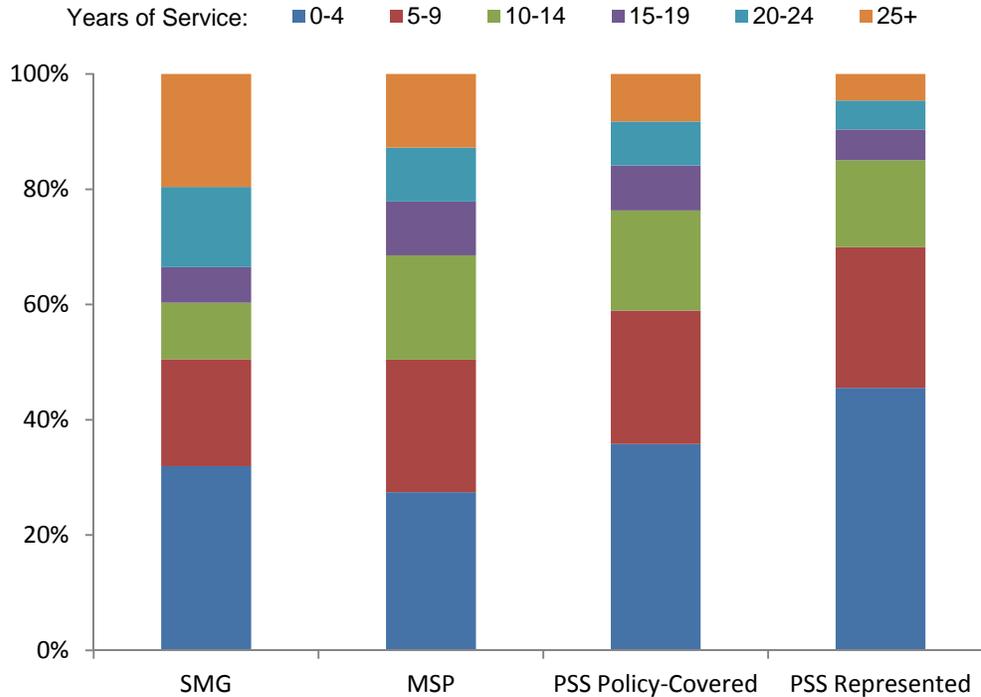
**Table 6: CAREER STAFF by Personnel Program and Age Range**  
 October 2010

Age Range	PSS Policy	PSS Represented	MSP	SMG	Total	%
<30	3,003	9,257	67	0	12,327	14%
30 - 39	7,349	11,982	1,172	2	20,505	24%
40 - 49	7,579	12,056	2,304	28	21,967	26%
50 - 59	7,953	11,974	3,083	88	23,098	27%
60+	2,444	3,693	984	76	7,197	8%
<b>Total</b>	<b>28,328</b>	<b>48,962</b>	<b>7,610</b>	<b>194</b>	<b>85,094</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. This provides the University with a number of opportunities and challenges.

**Chart 19: CAREER STAFF - Length of Service from Most Recent Date of Hire of Staff Workforce by Personnel Program**  
October 2010

**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</b>	<b>PSS-Rep</b>	<b>Total</b>	<b>%</b>
0-4	62	2,087	10,139	22,301	<b>34,589</b>	41%
5-9	36	1,751	6,565	11,940	<b>20,292</b>	24%
10-14	19	1,377	4,919	7,402	<b>13,717</b>	16%
15-19	12	712	2,212	2,603	<b>5,539</b>	7%
20-24	27	712	2,161	2,468	<b>5,368</b>	6%
25+	38	971	2,332	2,248	<b>5,589</b>	7%
<b>Total</b>	<b>194</b>	<b>7,610</b>	<b>28,328</b>	<b>48,962</b>	<b>85,094</b>	100%

For the first time in 10 years, the average length of employment service (from date of most recent hire) for career employees systemwide increased by one year to an average of 9 service years.

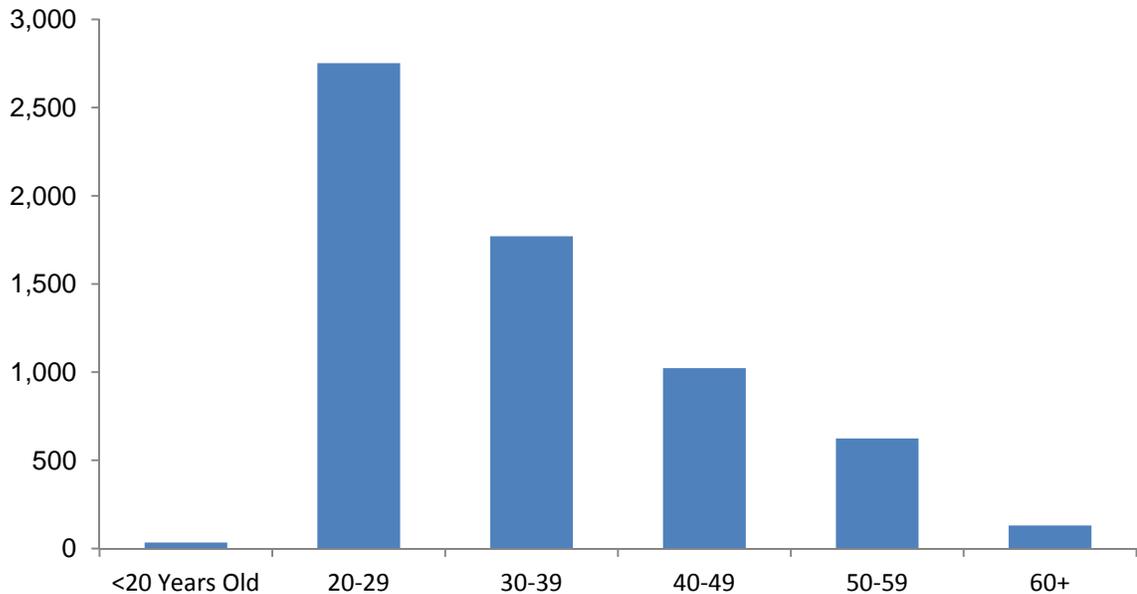
Note: UC Retirement Plan (UCRP) service credit may differ from years of employment service.

**Chart 20: CAREER STAFF - Length of Service from Most Recent Date of Hire of Staff Workforce by Personnel Program, and Location**  
October 2010

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



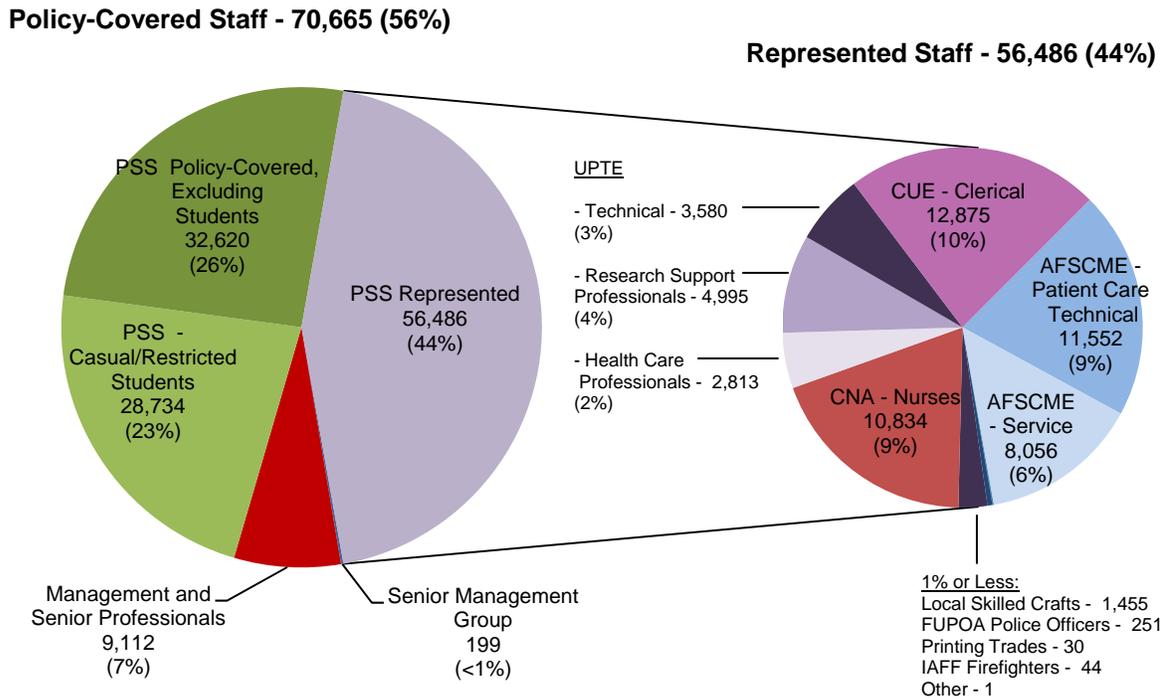
**Chart 21: CAREER STAFF - Staff Workforce New Hires: Age at Date of Hire**  
 Fiscal Year 2009-2010  
 All Personnel Programs  
 New Hires = 6,333



<b>Systemwide</b>							<b>Total</b>
Headcount	34	2,752	1,770	1,023	624	130	6,333
% of New Hires	1%	43%	28%	16%	10%	2%	100%
<b>UCOP</b>	0	11	34	27	17	8	97
<b>DANR</b>	0	17	16	21	13	1	68
<b>Berkeley</b>	2	139	120	73	54	17	405
<b>Davis **</b>	6	285	216	121	74	17	719
<b>Irvine **</b>	3	250	152	106	69	5	585
<b>Los Angeles **</b>	17	822	456	206	110	16	1,627
<b>Merced</b>	0	21	14	12	7	0	54
<b>Riverside</b>	2	57	48	24	20	6	157
<b>San Diego **</b>	1	464	297	199	116	20	1,097
<b>San Francisco **</b>	2	607	345	187	114	33	1,288
<b>Santa Barbara</b>	1	50	47	23	9	4	134
<b>Santa Cruz</b>	0	29	25	24	21	3	102

In FY 2009-2010, the number of staff hired into career appointments fell by 30% from the previous fiscal year (6,333 vs. 9,072). However, the hiring age demographic remained steady with 72% 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 2010  
**Headcount and Percentage**  
**All Appointment Types, Including Students Working in Staff Titles**  
**All Personnel Programs**  
**Headcount = 127,151**



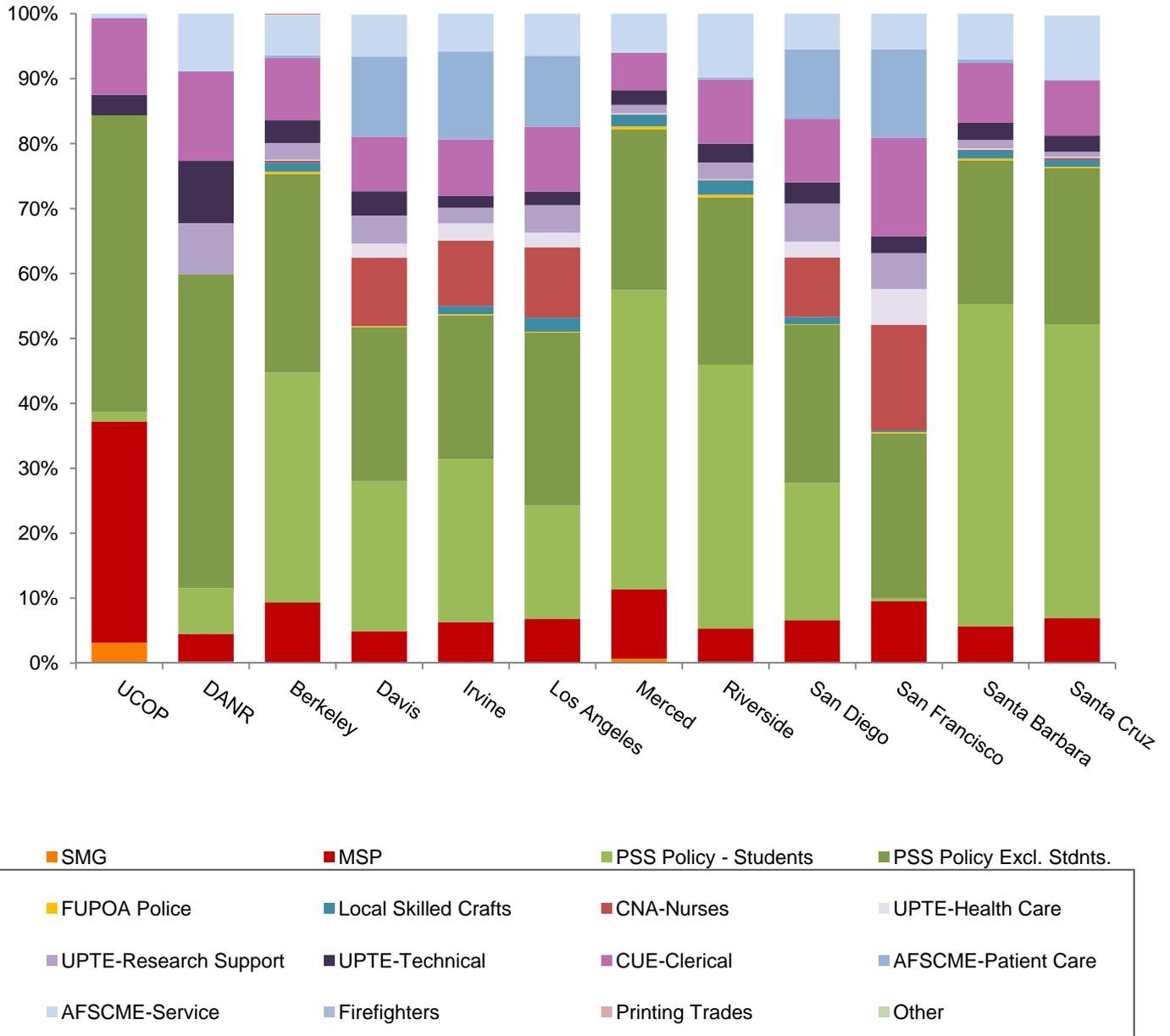
Due to rounding, percentages may not total 100%.

The majority of staff (56%) at UC are covered by UC Personnel Policies. The largest group is the PSS Policy-Covered, of which more than 28,000 are students working in staff titles. Since 1990, there has been a gradual change in the staff populations shifting the Policy-Covered group to the majority.

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

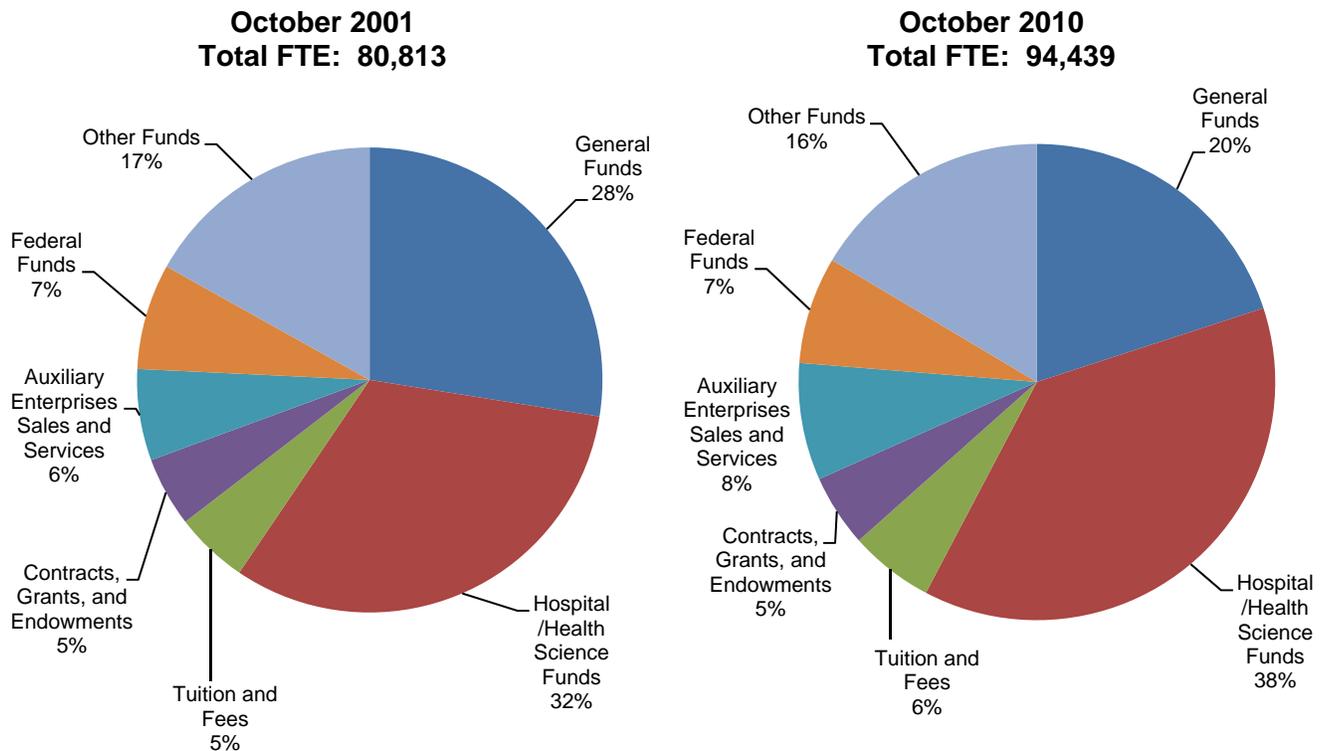
1. American Federation of State, County and Municipal Employees (AFSCME), which represents 19,608, staff (35% of all represented staff) in Patient Care (such as Vocational Nurses and Hospital Assistants) and Service (e.g., Custodians) units.
2. Coalition of University Employees (CUE), which represents 12,875 staff in clerical/administrative positions (23% of all represented staff).
3. University Professional and Technical Employees (UPTE), which represents 11,388 staff in the Technical unit (e.g., Lab Assistants), Research Support and Health Care Professionals (such as Clinical Social Workers) units (20% of all represented staff).
4. California Nurses Association (CNA), which represents 10,834 Registered Nurses (19% of all represented staff).

**Chart 23: Policy-Covered and Union-Represented Staff Workforce by Location**  
 October 2010  
**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**



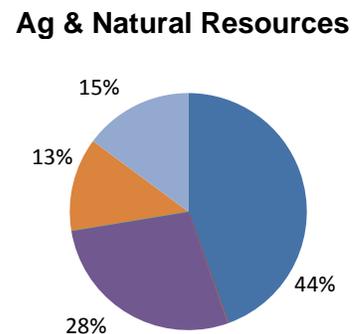
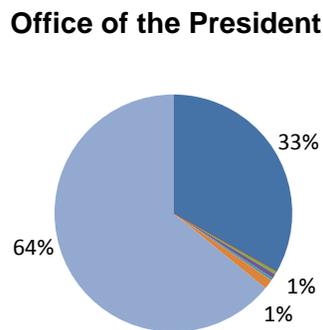
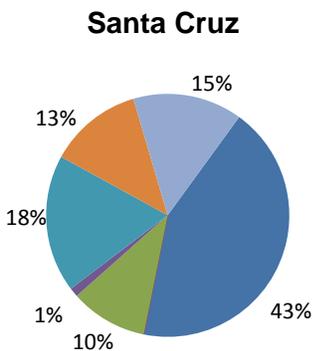
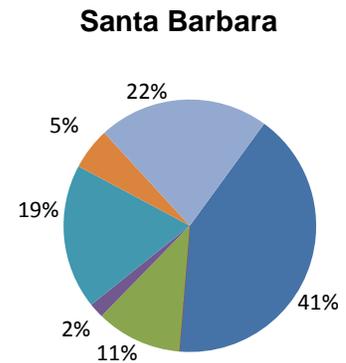
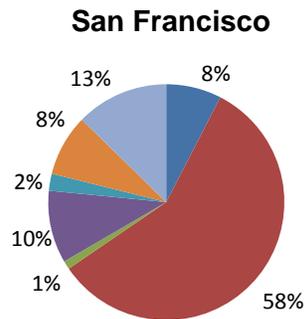
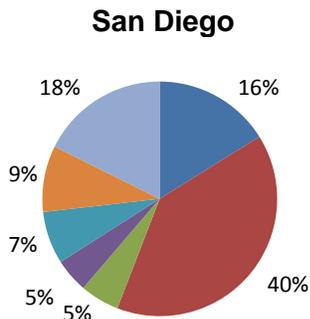
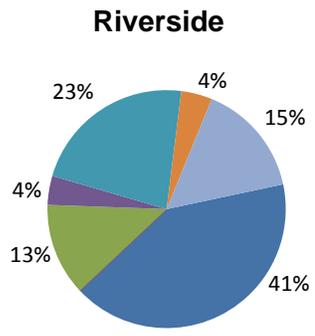
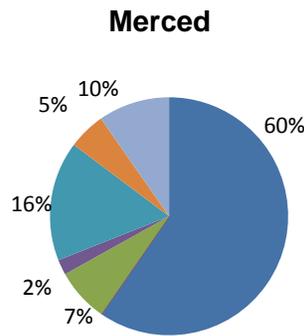
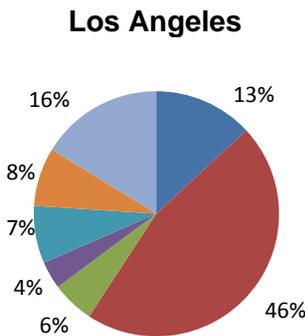
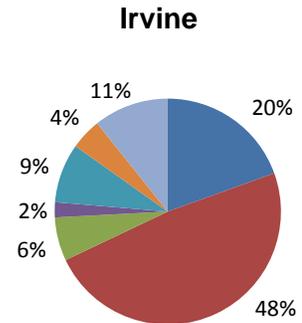
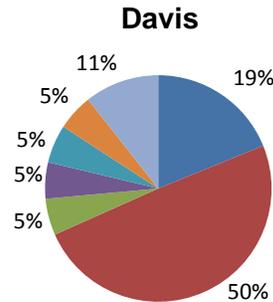
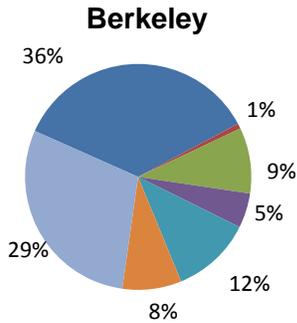
In keeping with the trend of the past decade, Hospital/Health Science Funds continue to form the largest proportion of funding for staff FTE systemwide (38% in 2010, up from 32% in 2001). General Funds, which are made up primarily of funds from the State of California, make up a shrinking portion of the total: 20% in 2010, 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%.

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.

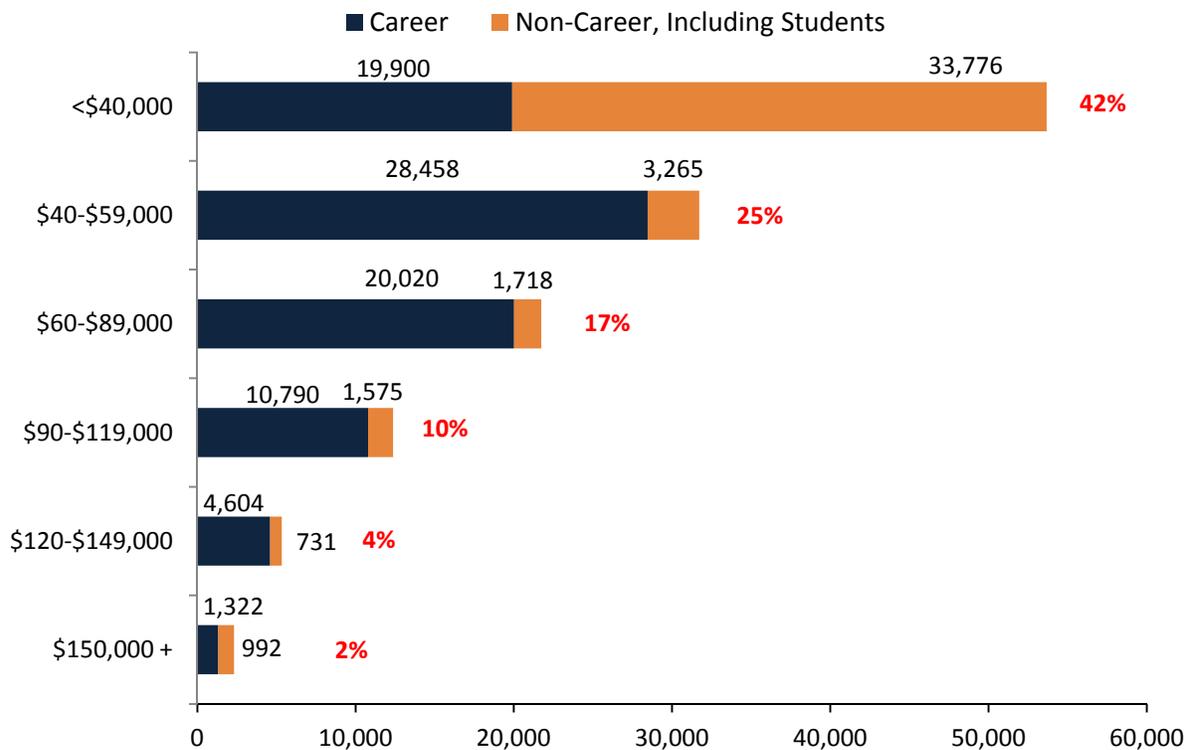
The systemwide administrative offices demonstrate a different funding pattern from the campuses. A significant portion of staff FTE at the Division of Agriculture and Natural Resources (28%) is paid from Contracts, Grants, and Endowments. Staff FTE at the Office of the President is funded primarily by Other Funds (64%).

**Chart 25: Percentage of Staff FTE by Fund Source, by Location**  
 October 2010  
 All Appointment Types, Including Students Working in Staff Titles

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



**Chart 26: Staff Workforce Weighted Annual Average Salaries**  
 October 2010  
**All Appointment Types, Including Students Working in Staff Titles**  
**Headcount = 127,151**

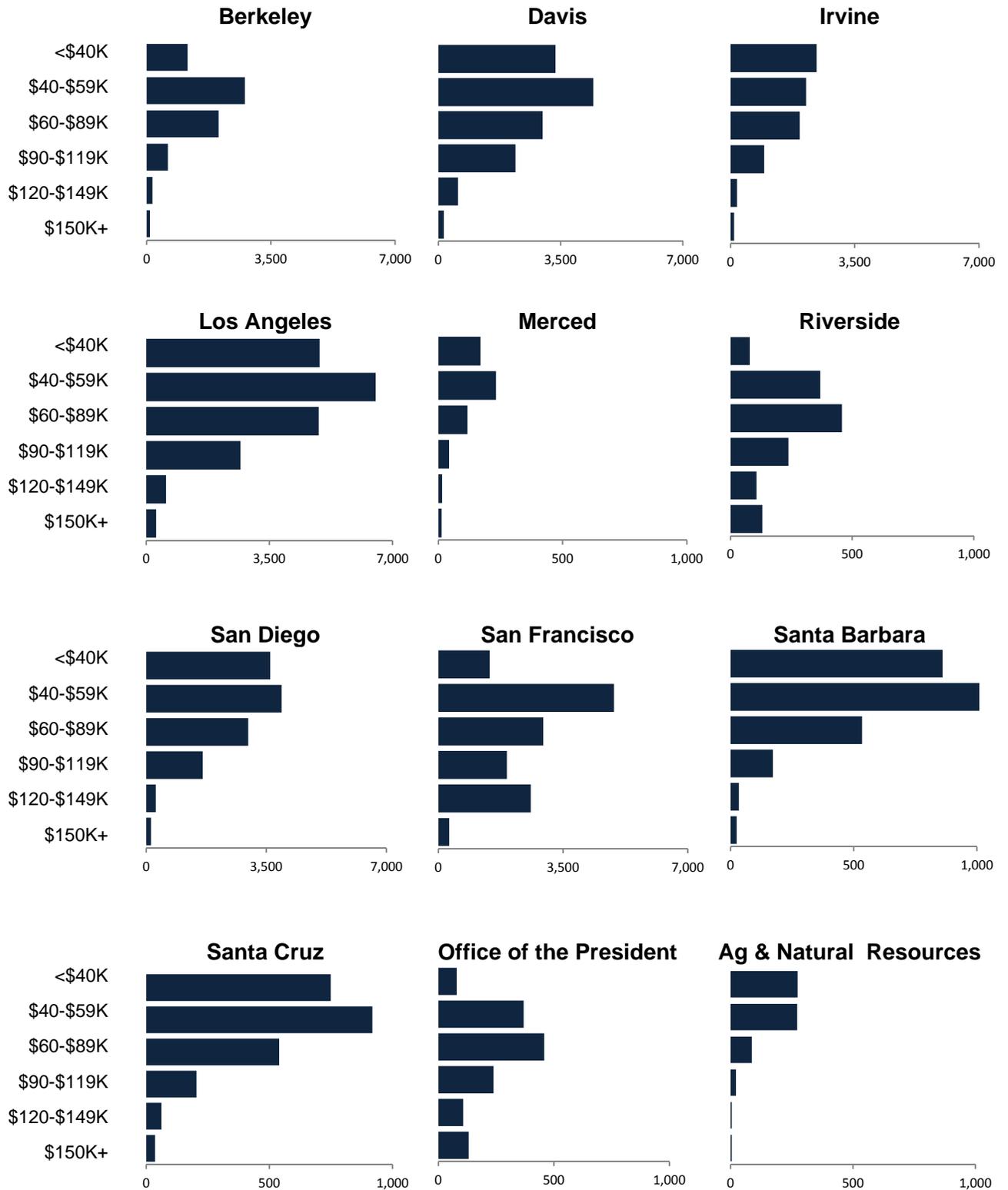


Notes: Includes base salary only. Does not reflect reductions due to staff participation in the voluntary START (Staff and Academic Reduction in Time) program (2006-2010) and/or University-wide Furlough/Salary Reduction program (September 1, 2009- August 31, 2010).

The annual salary rate of the majority of UC staff employees, when students working in staff titles are included, is less than \$40,000.

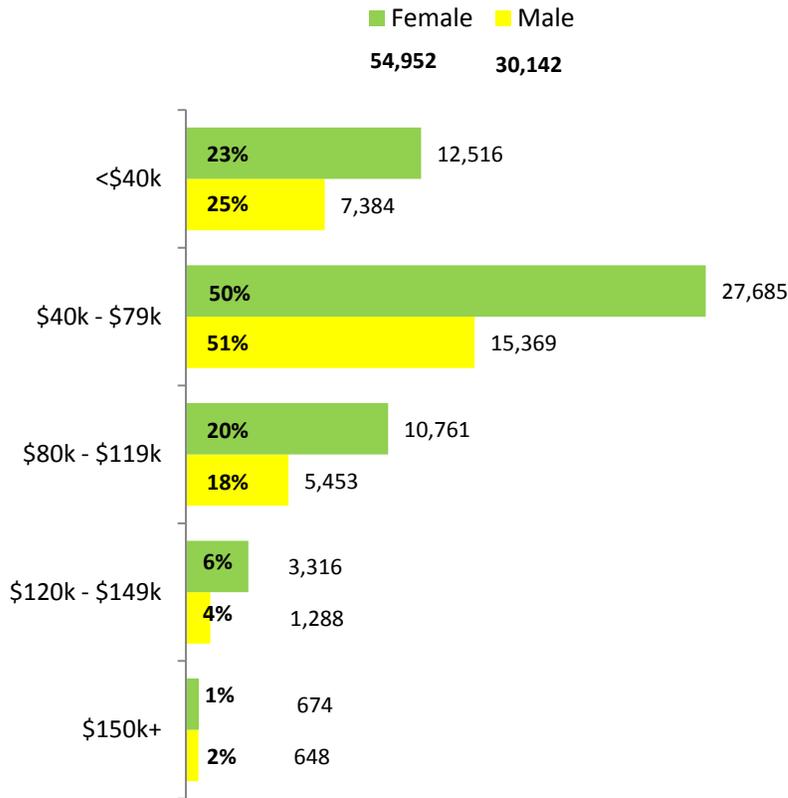
From a systemwide perspective, the largest group of career staff falls within the salary range of \$40,000 to \$59,000, and the average annual salary for all career staff is \$65,260. The location charts, which follow, show that the distribution of average career staff salaries varies by location.

**Chart 27: CAREER STAFF - Staff Workforce Weighted Annual Average Salaries by Location**  
 October 2010



Please note scale differences

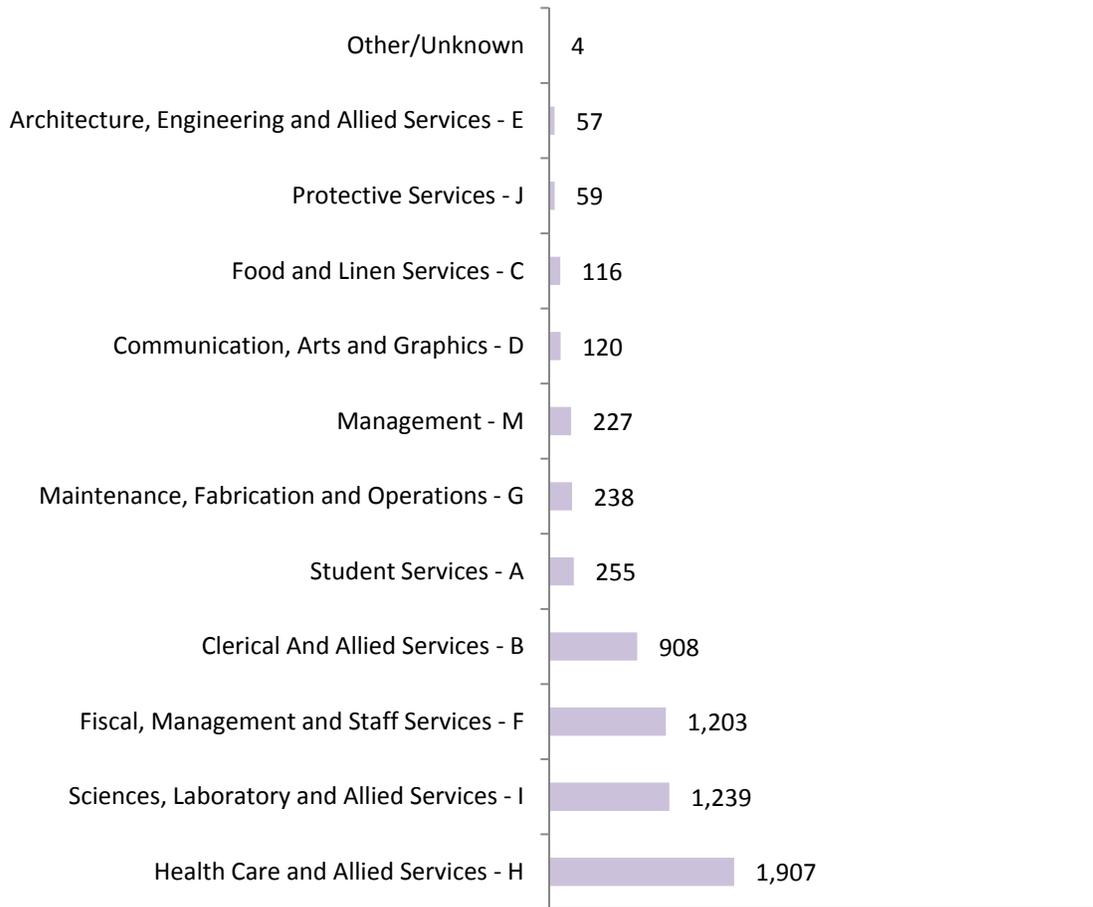
**Chart 28: STAFF CAREER - Weighted Annual Average Salaries by Gender**  
October 2010



As indicated in Chart 15, and Table 5, the majority of career staff are female ( 65%). Chart 28 above shows the two gender categories by salary range. Distribution is fairly close across the various salary bands. Approximately 50% of both female and male career staff earn salaries in the \$40-\$79K band.

**Chart 29 CAREER STAFF - Staff Workforce New Hires by Occupational Group<sup>1</sup>**  
Fiscal Year 2009-10

**Career Staff Headcount = 85,094**  
**Career Staff Hired in FY 2009-10 = 6,333**



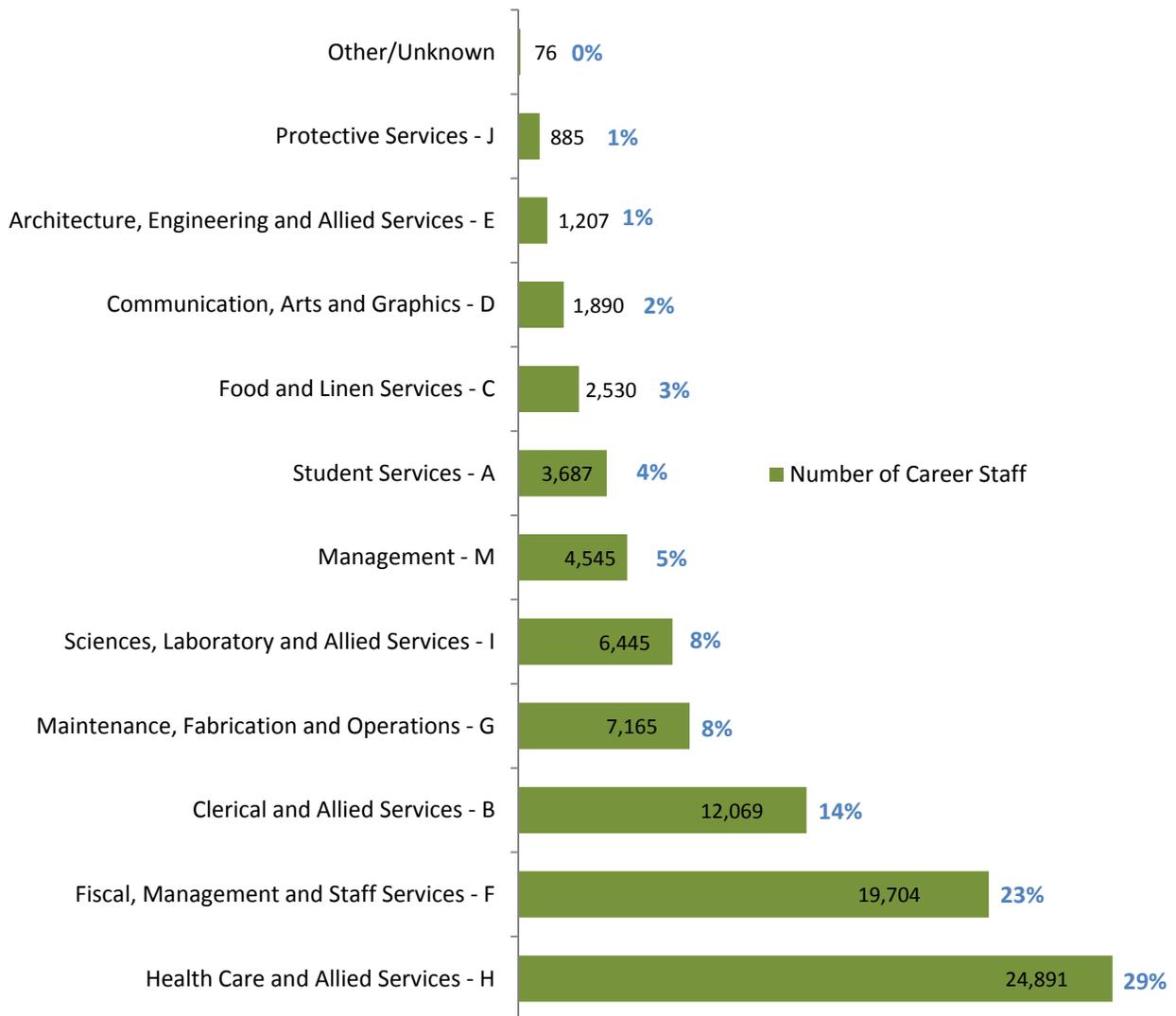
Systemwide data for fiscal year 2009-10, indicates that most (30%) new hires were employed in a health care related job, which has been the employment pattern of the past 10 years. However, hirings in *all* occupational groups significantly dropped from the previous fiscal year. In FY 2009-10, the number of career new hires declined to the lowest level since recording this data (FY 2002).

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
New Hires	9,929	9,629	10,620	12,049	12,920	12,415	9,072	6,333

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

**Chart 30: CAREER STAFF - Staff Workforce by Occupational Group**  
Fiscal Year 2009-10

**Career Staff Headcount = 85,094**

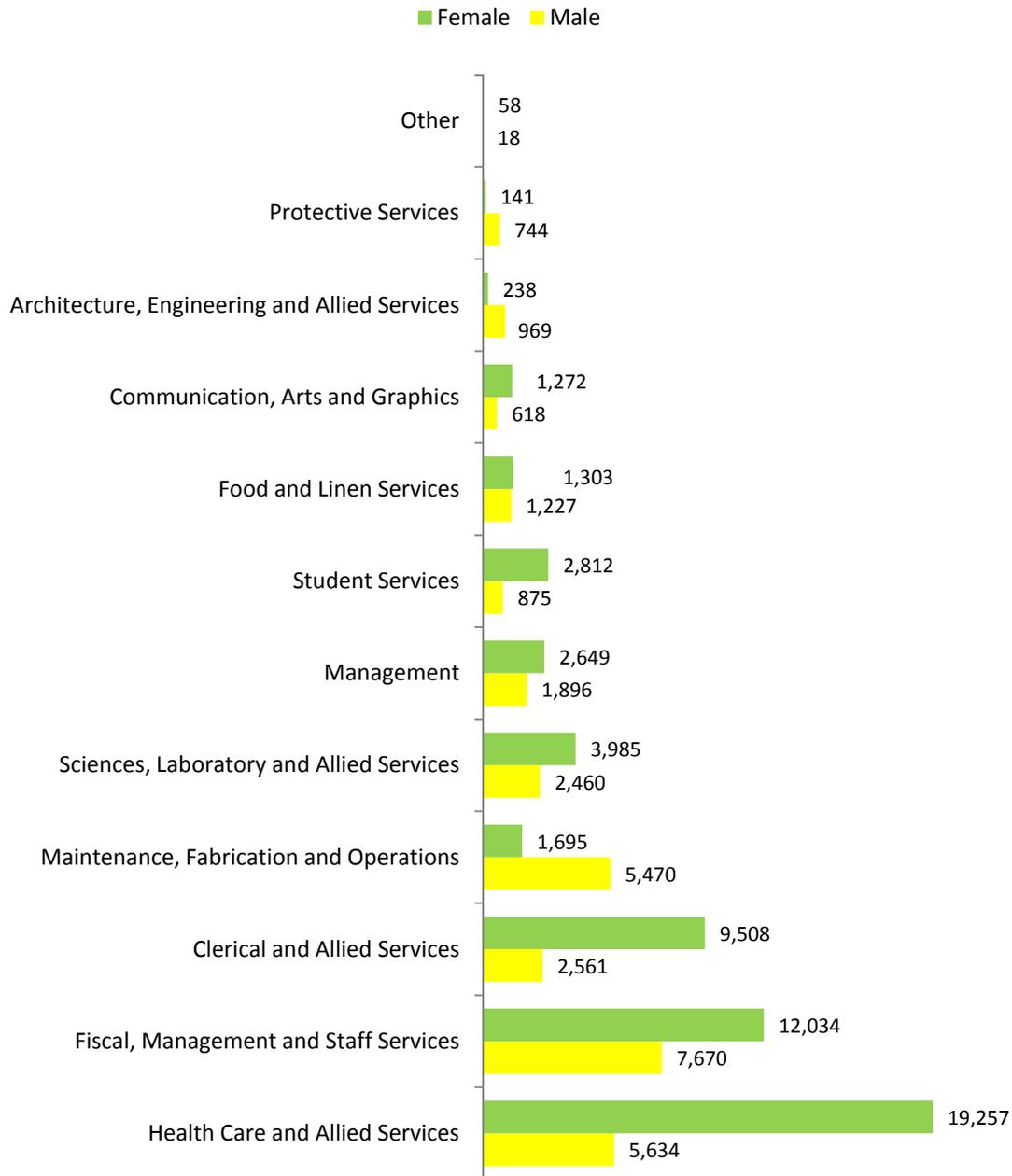


Over one-quarter of the career staff work in a health care related occupation. In the past 10 years, the number of staff in health care occupations has increased by nearly 50%, from 16,700 to 24,891. Meanwhile during this same time period, total operating expenditures in the medical centers have more than doubled, reflecting a large expansion in the size and scope of the teaching hospital enterprise.

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

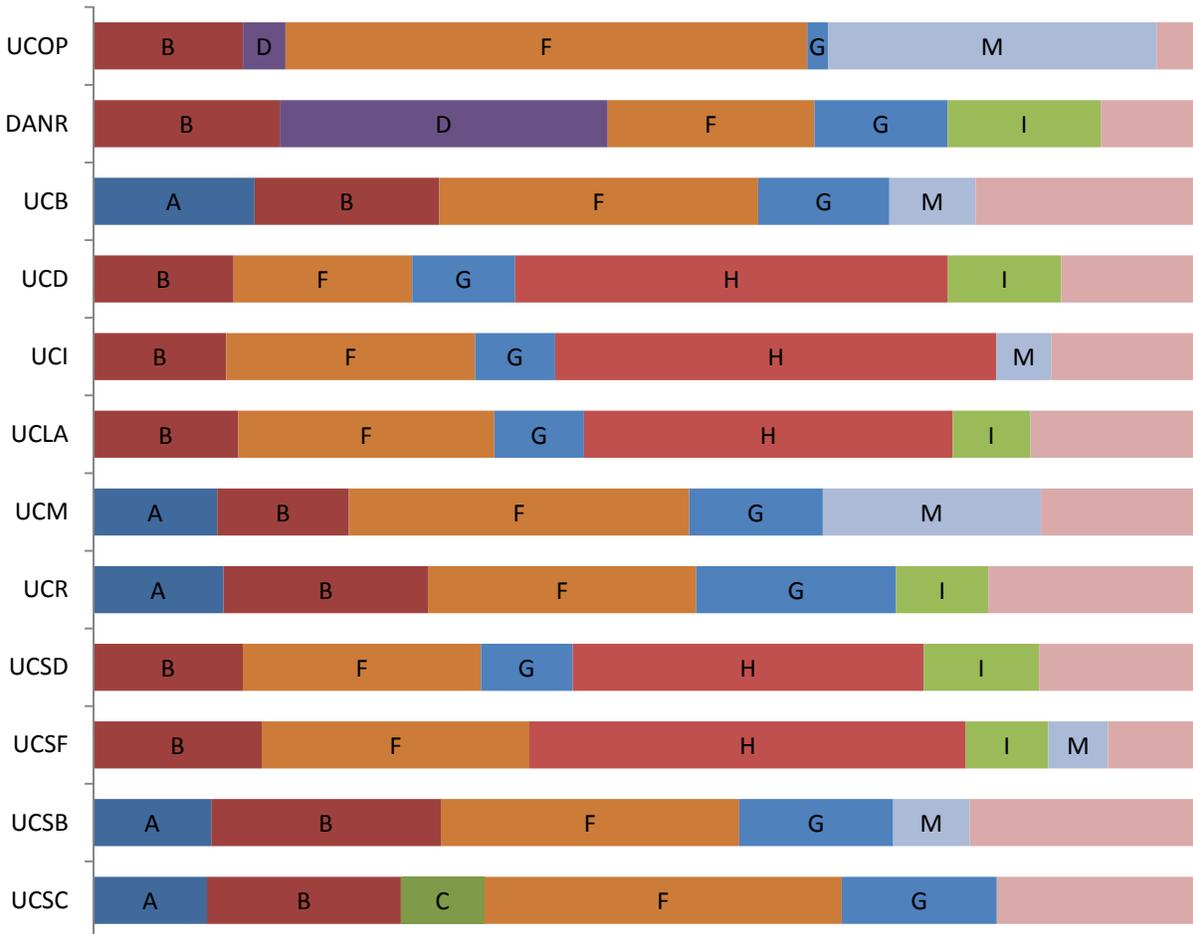
**Chart 31: CAREER STAFF - Staff Workforce by Occupational Group and Gender**  
Fiscal Year 2009-10

**Career Staff Headcount = 85,094**



At 65% women make up the majority of the staff workforce. In most occupational groups, the number of female employees exceed 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 32: CAREER STAFF - Staff Workforce by Occupational Group by Location**  
 October 2010  
 (Five Largest Occupational Groups by Percent of Career Staff)



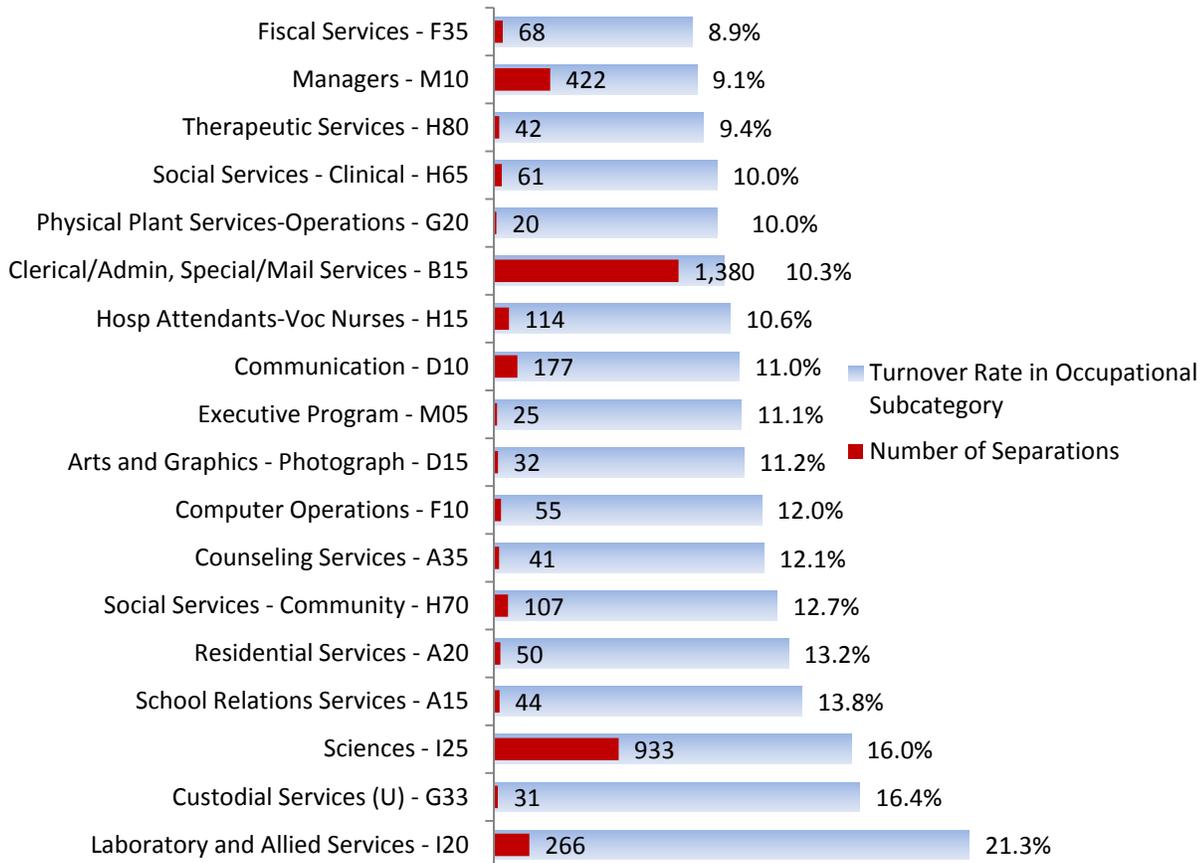
Workforces at each location are varied. Health care occupations cluster at locations with medical centers; UCOP has higher levels of Fiscal and Management occupations as would be expected, given their oversight and reporting responsibilities to The Regents and the State. Most campus locations have similar 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 33: CAREER STAFF - Staff Workforce Occupational Subcategories with Above-Average Turnover**  
Fiscal Year 2009-10

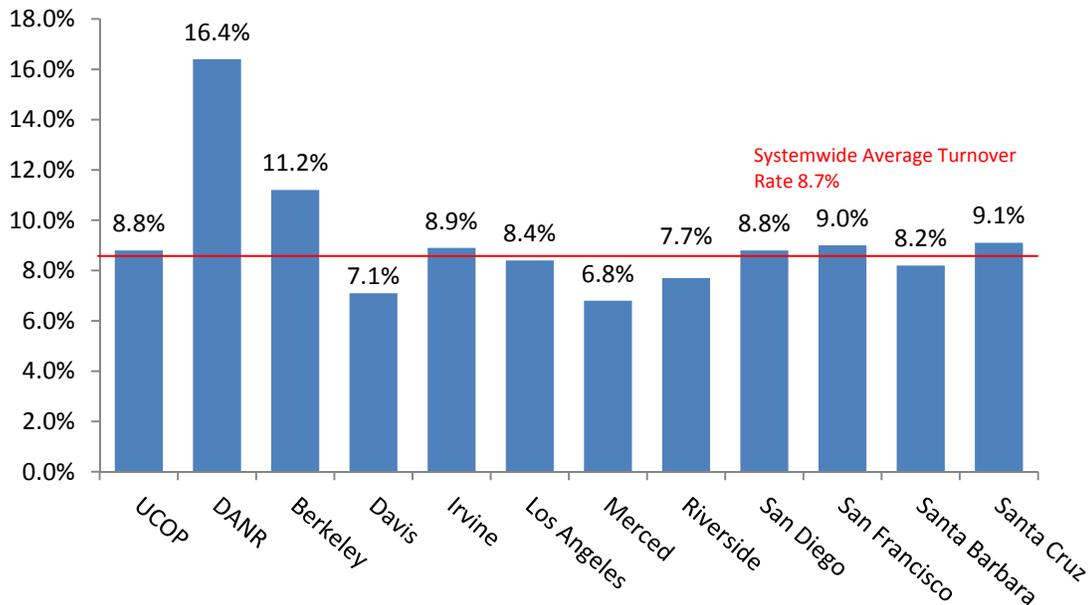
**Systemwide Average Turnover Rate:  
for Career Staff in All Occupational Groups: 8.7%**  
**Number of Separations: 8,087**



Note: Includes only occupational subgroups with at least 100 incumbents and if the subgroup turnover rate is higher than the 2009-10 systemwide turnover rate of 8.7%.

This chart shows the career staff turnover in Fiscal Year 2009- 2010, 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, 1,380 employees separated – 10.3% of the total headcount of 13,338 in that occupational subcategory. The Laboratory and Allied Services (I20) turnover rate is the highest at 21.3%, (266 employees in a group of 1,246). Historically, this subcategory has high turnover. Unlike last fiscal year, the number of separations in the occupational category of Manager (M10) is above the workforce separation average. 422 employees in manager positions left the University in FY 2009-10. Systemwide this group has 4,639 employees and the positions are in the MSP program.

**Chart 34: CAREER STAFF - Staff Workforce Turnover Rate by Location**  
 Fiscal Year 2009-10  
 All Personnel Programs



As the chart above shows, in fiscal year 2009-10 the overall turnover rate at Berkeley and DANR, was noticeably higher than the systemwide rate of 8.7%. Both locations have undergone significant restructuring in recent years. Merced continues to have the lowest turnover rate as the campus continues to grow to meet their mission objectives. As shown in Table 7, the systemwide career staff turnover rate has been steadily declining. 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. It is also noteworthy that in 2009-10, when the University faced furlough reductions significant numbers of staff employees did not leave for other employment opportunities. As the economic recession eases and employment opportunities increase in California, staff turnover is expected to increase.

**Table 7: CAREER STAFF Turnover Rates**  
 Fiscal Year 2002-03 through 2009-10

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Turnover Rate	9.9%	10.5%	11.5%	11.5%	11.3%	10.3%	8.4%	8.7%

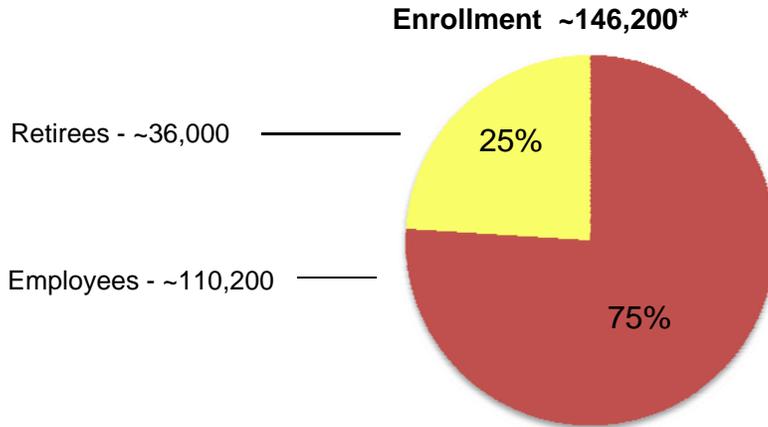
**Table 8: CAREER STAFF - Staff Workforce Occupational Subcategories with Five Highest Turnover Rates by Location**  
**Fiscal Year 2009-10**  
**All Personnel Programs**

	<u>Total</u>		Turnover		<u>Total</u>		Turnover
	<u>Hdct.</u>	<u>Sep.</u>	<u>Rate</u>		<u>Hdct.</u>	<u>Sep.</u>	<u>Rate</u>
<b>Berkeley</b>				<b>Davis</b>			
Printing Services-G80	47	20	42.6%	Laboratory and Allied Services-I20	182	30	16.5%
Laboratory and Allied Services-I20	186	37	19.9%	Fiscal Services-F35	40	6	15.0%
Sciences-I25	317	62	19.6%	Computer Operations-F10	72	10	13.9%
Arts and Graphics - Photograph-D15	50	9	18.0%	Counseling Services-A35	44	6	13.6%
Computer Operations-F10	57	10	17.5%	Social Services – Clinical-H65	97	13	13.4%
<b>Irvine</b>				<b>Los Angeles</b>			
Laboratory and Allied Services-I20	110	33	30.0%	Laboratory and Allied Services-I20	233	64	27.5%
Sciences-I25	277	60	21.7%	Sciences-I25	1,360	241	17.7%
Social Services - Community-H70	111	23	20.7%	Therapeutic Services-H80	134	18	13.4%
Counseling Services-A35	38	7	18.4%	Hosp Attendants-Voc Nurses-H15	329	40	12.2%
Hosp Attendants-Voc Nurses-H15	98	15	15.3%	Clerical/Admin, Special/Mail S-B15	2,813	294	10.5%
<b>Merced</b>				<b>Riverside</b>			
Managers-M10	114	12	10.5%	Laboratory and Allied Services-I20	72	12	16.7%
Computer Programming and Analy-F15	43	2	4.7%	Food Service Management-C10	32	5	15.6%
Clerical/Admin, Special/Mail S-B15	66	3	4.5%	Residential Services-A20	52	7	13.5%
Admin, Budget/Pers Analysis-F20	98	4	4.1%	Communication-D10	45	5	11.1%
Advising Services-A30	61	2	3.3%	Managers-M10	136	14	10.3%
<b>San Diego</b>				<b>San Francisco</b>			
Laboratory and Allied Services-I20	171	41	24.0%	Sciences-I25	1,061	210	19.8%
Storekeeping-B30	77	13	16.9%	Advising Services-A30	28	5	17.9%
Food Prep/Distr-Cooks,Bakers-C15	45	7	15.6%	Communication-D10	71	12	16.9%
Residential Services-A20	69	10	14.5%	Engineering-E20	83	12	14.5%
Sciences-I25	1,221	174	14.3%	Recreational Services-A10	31	4	12.9%
<b>Santa Barbara</b>				<b>Santa Cruz</b>			
Sciences-I25	95	15	15.8%	Residential Services-A20	28	11	39.3%
Computer Programming and Analy-F15	305	32	10.5%	Laboratory and Allied Services-I20	40	12	30.0%
Counseling Services-A35	29	3	10.3%	Computer Operations-F10	33	7	21.2%
Clerical/Admin, Special/Mail S-B15	634	60	9.5%	Sciences-I25	87	13	14.9%
Communication-D10	42	4	9.5%	Clerical/Admin, Special/Mail S-B15	493	55	11.2%
<b>Office of the President</b>				<b>ANR</b>			
Executive Program-M05	50	7	14.0%	Laboratory and Allied Services - I20	46	11	23.9%
Communication-D10	47	6	12.8%	Sciences-I25	101	22	21.8%
Clerical/Admin, Special/Mail S-B15	213	22	10.3%	Communication-D10	210	36	17.1%
Computer Programming and Analy-F15	188	17	9.0%	Clerical/Admin, Special/Mail S-B15	141	23	16.3%
Admin, Budget/Pers Analysis-F20	395	35	8.9%	Admin, Budget/Pers Analysis-F20	103	16	15.5%

Note: Includes only occupational subgroups with at least 25 incumbents and a turnover rate greater than the systemwide FY 2009-10 average of 8.7%.

## PART II: UNIVERSITY BENEFITS

**Chart 35: Medical Plan Coverage**  
**Headcount of Staff, Academic Appointees, LBNL Personnel, and Retirees**

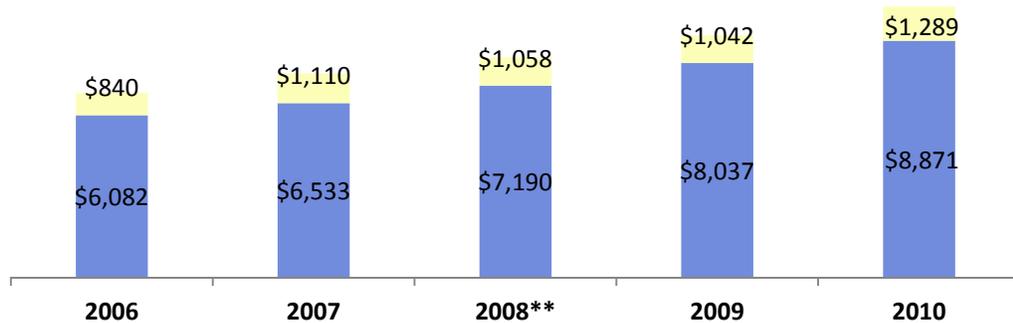


\*Primary subscribers (employees and retirees) only — data do not include family members. Headcounts are rounded.

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 2009 enrollments.

**Chart 36: Medical Plan Coverage Per Capita Costs**  
**Staff and Academic Appointees†**

■ University Contribution - includes all fund sources  
 ■ Employee Contribution



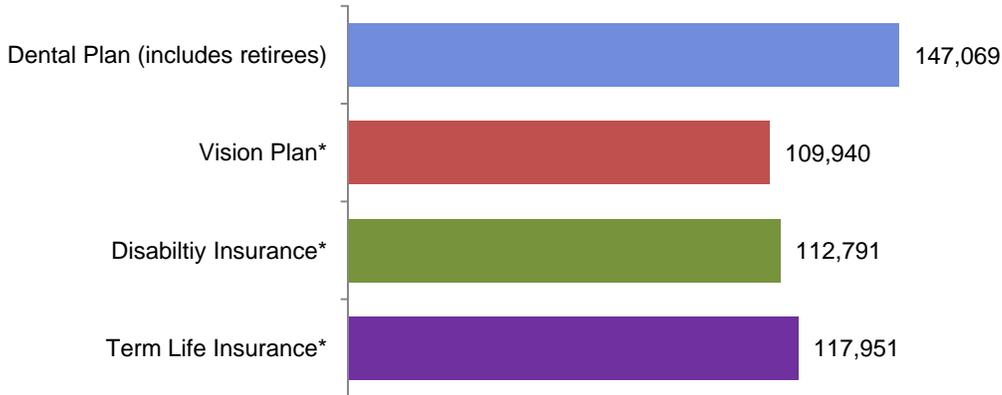
	2006	2007	2008**	2009	2010
<b>Average annual total cost per employee</b>	\$6,922	\$7,643	\$8,248	\$9,079	\$10,160
<b>Employee share</b>	12%	15%	13%	11%	13%

†Excludes LBNL personnel and retirees.

\*\*Corrected for 2008.

The average cost of providing medical plan coverage continues to increase. Since 2006, the average total medical plan coverage cost has increased by 47%. During this time the University's contribution, on average, has varied between 85-88% of the total premium cost. In 2010, on average, the employee's share of the coverage cost increased by 24% from 2009.

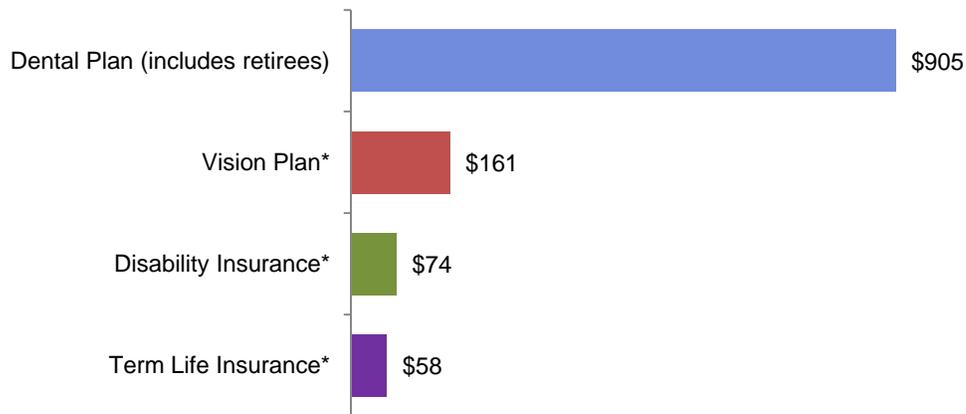
**Chart 37: Other University-Paid Health Plan Enrollments**  
**Staff, Academics Appointees, LBNL Personnel, and Retirees**  
 Data do not include employee family members



Enrollments in the dental plans have increased by approximately 2% from 2009. Other plan enrollments decreased by less than 1%, with the exception of Term Life Insurance, which showed a slight increase.

**Chart 38: Average Annual UC Contribution for Health and Welfare Benefits (excluding Medical)**  
**Staff, Academic Appointees, LBNL Personnel and Retirees**

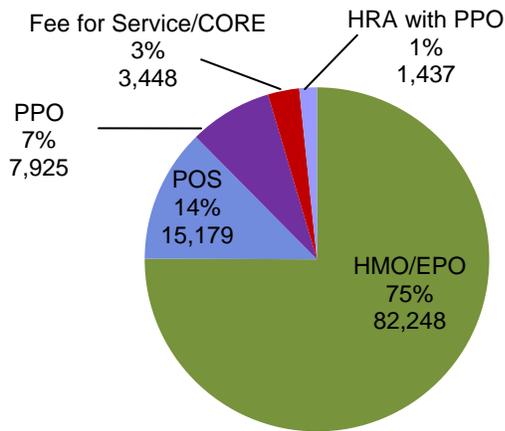
**2010 Total University Contribution: \$1,198**  
**Employee/Retiree Contribution: \$0\***



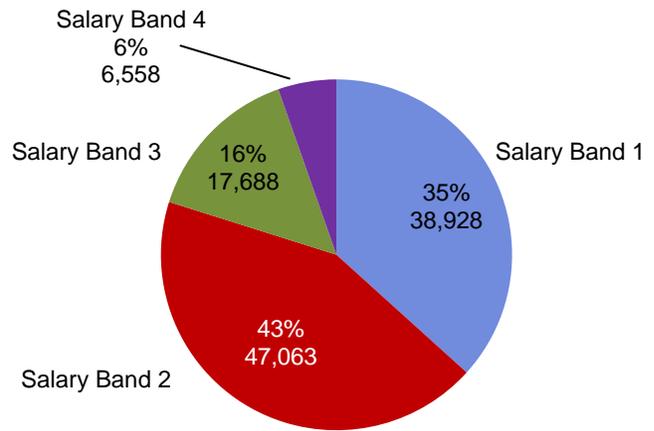
\*UC-paid vision, disability, and term life insurance are not continued into retirement. Retirees may continue vision coverage but must pay full cost.

The University's annual average contribution for non-medical benefits increased by 1% over the previous year due to an increase in dental coverage costs in 2010. Other plan costs remained stable with no increase.

**Chart 39: Medical Plan Enrollment Statistics - Active Members Only**  
**By Medical Plan Type\*** **By Salary Band**

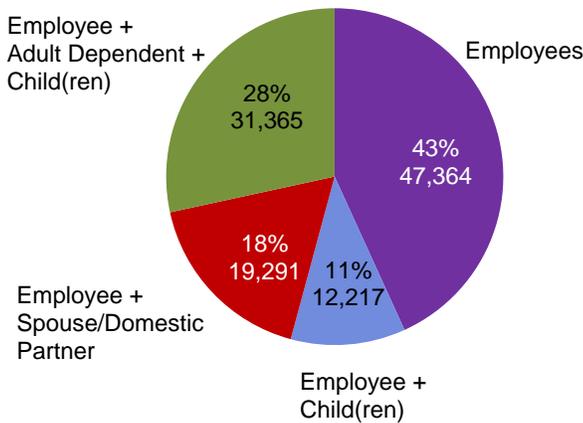


\*Refer to Appendix B, Glossary of Terms for Medical Plan Type definitions.

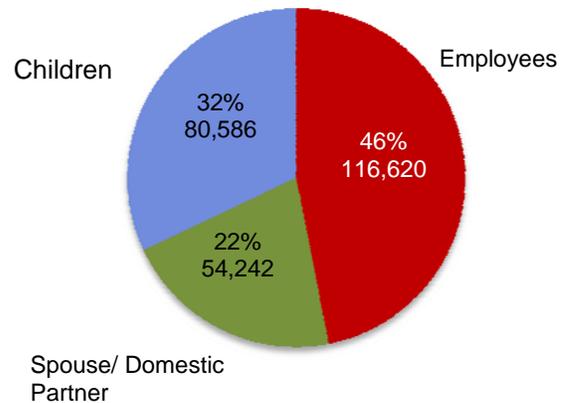


Salary Band 1: Less than \$46,001  
 Salary Band 2: \$46,001 - \$92,000  
 Salary Band 3: \$92,001 - \$137,000  
 Salary Band 4: More than \$137,001

**By Coverage Category**



**By Dependent Type**

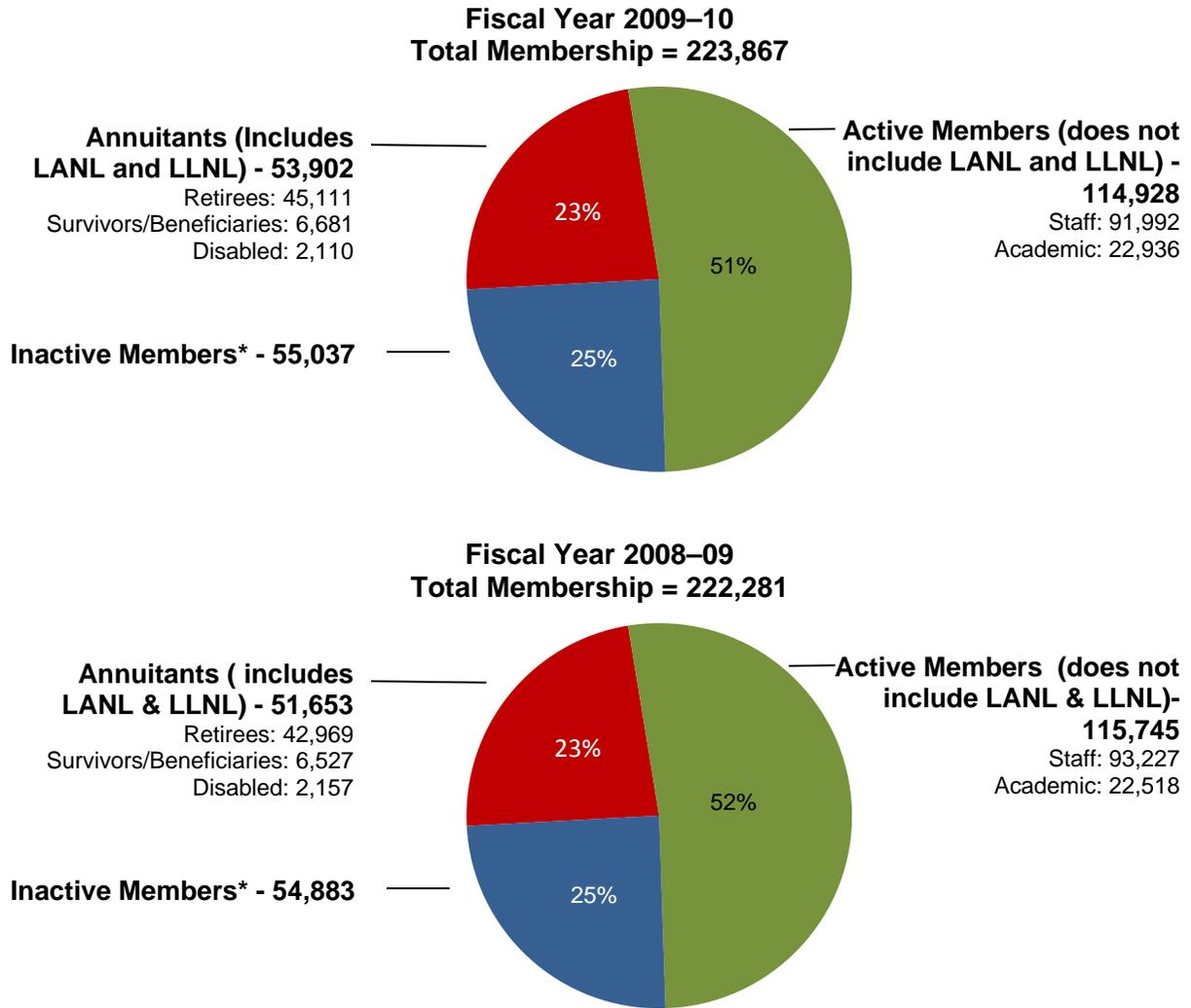


Due to rounding, percentages may not total 100%.

The University's medical program provides coverage for approximately 110,200 employees, 54,000 spouses/domestic partners and 81,000 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 2010, 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. Annually the pay band structure is reviewed and re-indexed to keep up with changes in the California Consumer Price Index. No changes to the salary bands were made in 2010.

**Chart 40: University of California Retirement Plan (UCRP) Membership Staff, Academic Appointees, LBNL Personnel, and Annuitants**  
 Fiscal Years: 2008-09 and 2009-10

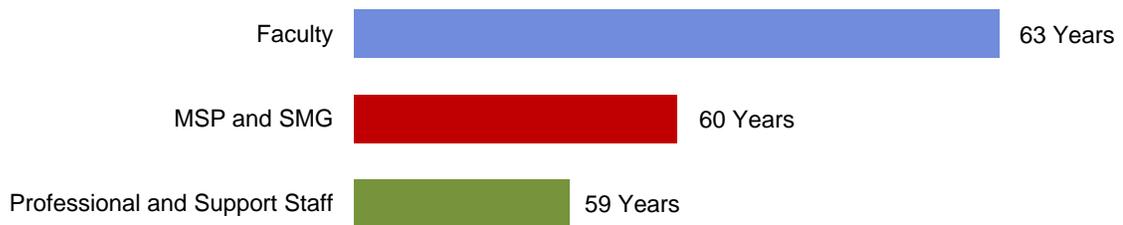


\*Includes terminated non-vested members who are due a refund of member contributions or CAP balance payment (includes LLNL and LANL).

Membership in UCRP increased by less than 1% in 2009-10.

**Chart 41: UCRP Membership  
Staff, Academic Appointees and LBNL Personnel  
Fiscal Year 2009-10**

### Average Retirement Age



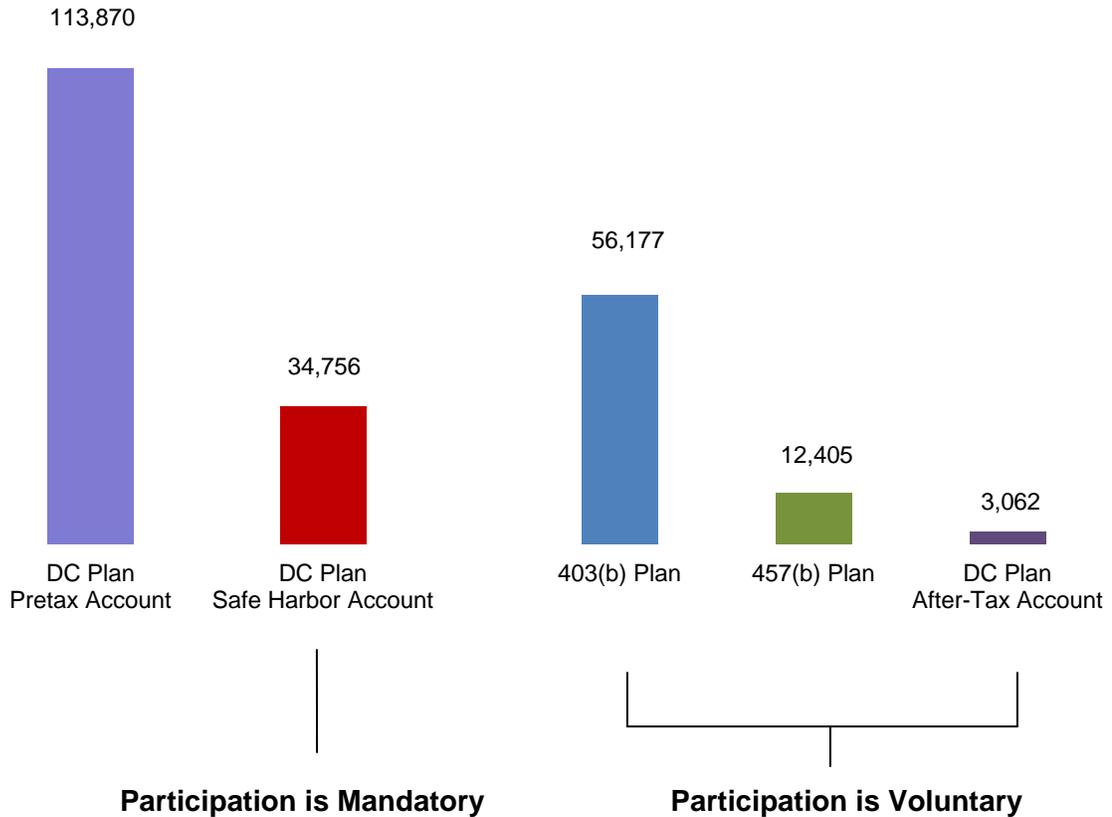
### Average Years of Service Credit at Retirement



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 2009-10 staff now retire from UC with more years of UCRP service credit but at an earlier age which is unchanged from the FY 2008-09. 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 42: Participation in UC Tax-Deferred 403(b), 457(b) and Defined Contribution Plans (DC Plan)\*  
Staff, Academic Appointees, LBNL Personnel, and Annuitants  
Fiscal Year 2009-10**

(Headcount – Includes active participants)



\*Participants in UC Managed Funds

Prior to 2009-10, participation in the University’s voluntary savings plans was on a growth projectory. 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 2009-10, participation grew to over 71,000--nearly tripling the number of active participants in 20 years, this excludes all DOE National Laboratory employees, except Lawrence Berkeley National Laboratory employees. Note: Participation counts are duplicated as employees may participate in one or more savings plan.

## 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 Table 8 of this Report.

**G** Maintenance, Fabrication and Operators

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

#### 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. For purposes of this report, medical center employees are identified by their organizational unit.

**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 plan 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.

**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;
2. Academic (excluding student appointments);
3. Staff Member-Management and Senior Professional;
4. Staff Member-Professional and Support Staff or student appointments.

**Represented Employees (also referred to as Exclusively Represented Employees):**

Employees for whom a union has been elected to represent them on issues pertinent to terms and conditions of employment.

**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), 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.

**Weighted Average Annual Salaries:** This is calculated by dividing regular gross pay by the full-time equivalent (FTE).