

A photograph of a University of California campus. In the background, a large building with a prominent golden tower is visible. In the foreground, a woman with long hair, wearing sunglasses and a grey top, is riding a bicycle on a paved path. The scene is reflected in a pool of water in the lower half of the image.

UNIVERSITY
OF
CALIFORNIA

University of California Staff Workforce Profile

2015

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, student staff, and other occupational areas. 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.

UNIVERSITY OF CALIFORNIA STAFF WORKFORCE PROFILE 2015

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PART 1. SUMMARY

The third largest employer in the state and a \$28.7 billion operation, the University of California (UC) is a vast and varied institution. Over 143,000* staff members are employed by UC's ten campuses, five medical centers, Office of the President, division of Agriculture and Natural Resources, and many other programs and institutions across the state.

UC's fundamental missions are teaching, research and public service. The UC community of over 200,000 employees advances this mission each day, including 143,000 nonacademic staff and 60,000 academic appointees.[†] Every employee, no matter their day-to-day role, supports the mission and plays an important role in making UC a world-class institution.

In the following report are data that demonstrate the rich and diverse character of the UC staff workforce. The UC Staff Workforce Profile report, produced annually, is a resource for workforce planning and talent management efforts at UC. The 2015 edition shows many of the same trends that have been seen for the past several years. A few of these trends include:

- Funding sources of UC staff continue to shift from state funds to the Health Sciences and hospitals. Today UC Health (encompassing medical centers and health science instruction) represents 42.4% of the total workforce funding. Over the last ten years, staff paid from General Funds (state funding) has decreased from 24.2% to 14.4%.
- Over the past 15 years, the University has moved toward the goal of increasing representation of racial/ethnic groups that have been historically underrepresented. However, ethnic minorities are still underrepresented in the senior levels of the workforce.
- While overall representation of female employees at UC has remained high over time, female representation continues to remain lower in the most senior ranks of the workforce, as compared to the overall workforce.
- After several years of a lower separation rate, in fiscal year 2015 the systemwide separation rate increased to 9.2%. The most prevalent single reason for separation was retirement. UC has an aging workforce, and 35% of Career employees are likely to retire in the next decade. UC must prepare for tomorrow's workforce needs now.
- The second greatest reason for separation was leaving for other job opportunities. Twenty-five percent (25%) of separated Career employees left to pursue other job opportunities.

These trends and more are described in detail throughout the UC Staff Workforce Profile 2015 report. The report is a collaboration between Systemwide Human Resources Talent Management and Staff Development and Institutional Research and Academic Planning at UC's Office of the President. Data are sourced from the Corporate Personnel System (CPS) as of October 2015, unless otherwise noted.

The full version of this report, along with historical reports and a quick reference guide, can be downloaded at: <http://www.ucop.edu/institutional-research-academic-planning/content-analysis/employees/workforce-profiles.html>. For information about other areas of UC, including its Staff and Academic workforce, see the University of California Annual Accountability Report: <http://accountability.universityofcalifornia.edu/>.

For questions about the Staff Workforce Profile, contact Donna Salvo, Executive Director of Systemwide Talent Management and Staff Development, donna.salvo@ucop.edu.

* Faculty and other academic appointees are not included in the Staff Workforce profile. Information about academic employees can be found in chapter 5 of the Accountability Report (accountability.universityofcalifornia.edu). The Lawrence Berkeley National Laboratory (LBNL) and UC Hastings School of Law are excluded from this report, except where noted.

PART 2. KEY FINDINGS

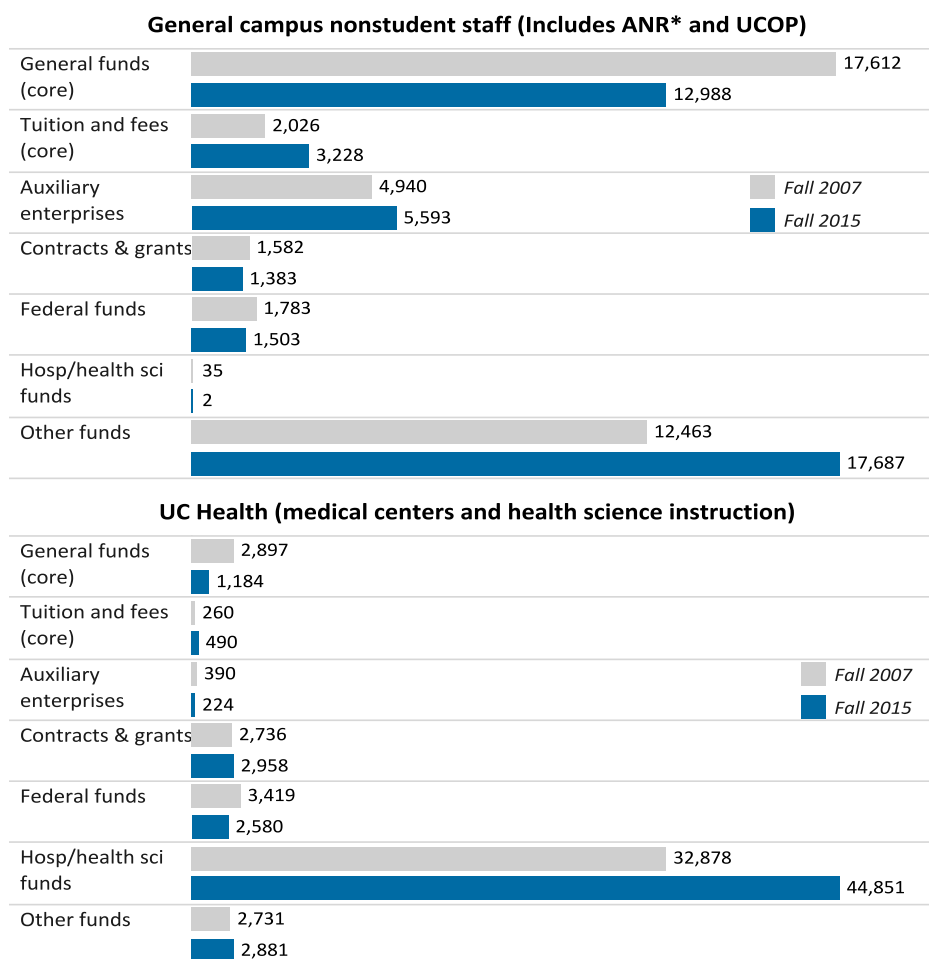
KEY FINDING 1: CHANGES TO WORKFORCE FUNDING

The University of California (UC) relies on multiple sources to fund its staff workforce. The funds supporting employee salaries have changed over the past decade. This excerpt from the 2016 University of California Accountability Report describes these funding changes:

Since 2007, the number of staff supported by general funds has fallen as state funding for the University has decreased. At the same time, the number of staff funded by hospital and health science sources has increased.¹

KF 1.1 Nonstudent staff FTE (full-time-equivalent) workforce, by fund source

General campus and UC Health
Fall 2007 and 2015



Between October 2007 and 2015, staff growth was concentrated among teaching hospital employees, due to increasing demand for health care, most notably growth in Medi-Cal and other government programs. These employees are primarily supported by hospital and health science funds.

Most of the increase in campus employees is attributable to growth in numbers of staff supported by noncore funds, such as health science funds, research funds, federal support, auxiliaries and other sources.¹

¹ 2016 UC Annual Accountability Report, page 113: <http://accountability.universityofcalifornia.edu/2016/chapters/chapter-6.html#6.1.2>

KEY FINDING 2: RACIAL/ETHNIC AND GENDER DIVERSITY

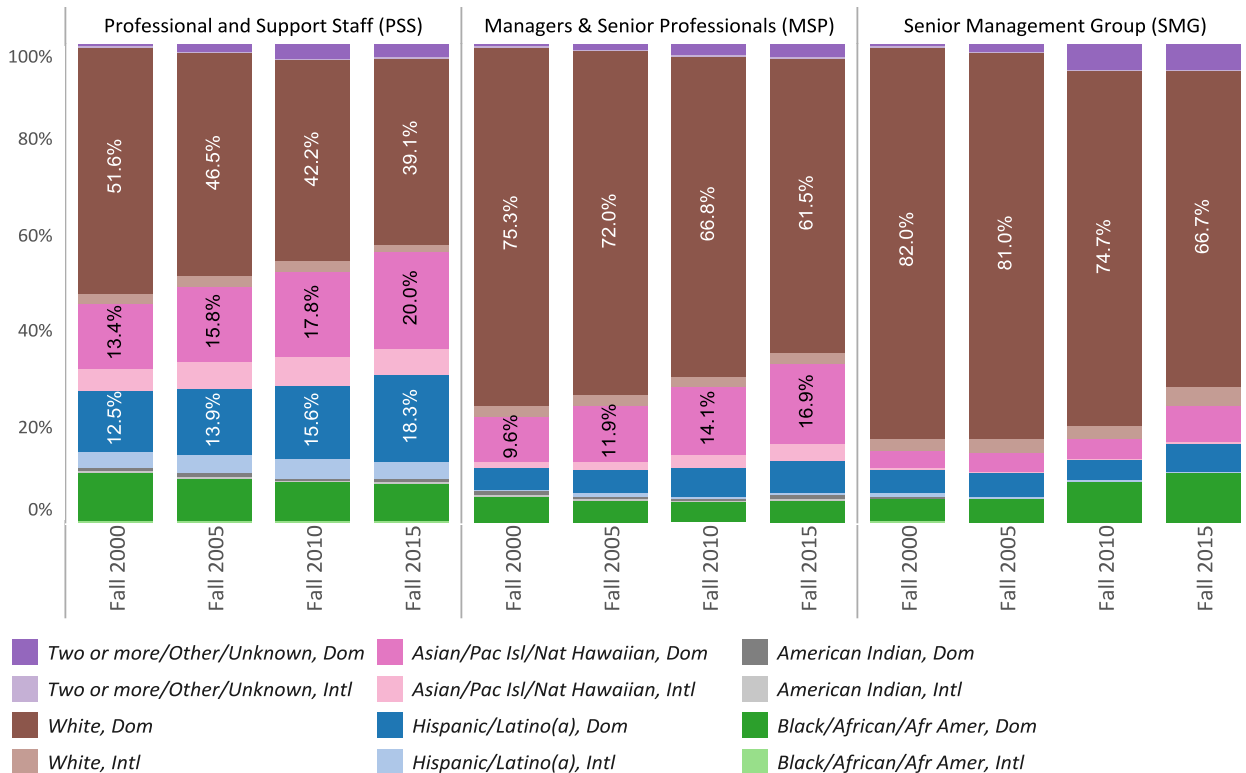
UC is committed to reflecting the diversity of California. In recent decades, the racial/ethnic and gender make-up of UC's workforce has become increasingly diverse. The 2016 UC Accountability Report details an increase in staff diversity over time:

Over the past 15 years, the proportion of nonwhite staff has grown at all staffing levels; however, the proportion of nonwhite staff is lower in more senior positions. Female representation at the PSS and MSP levels has stayed flat, while it has grown at the SMG level.¹

KF 2.1 Racial/ethnic and gender distribution of career staff

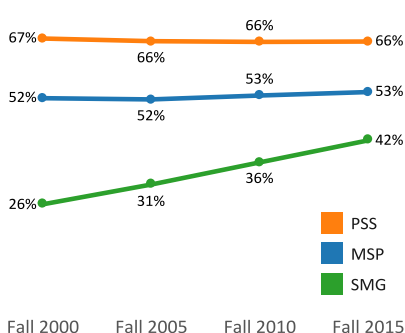
Universitywide

Fall 2000, 2005, 2010 and 2015



“UC values cultivating a work environment inclusive of people from all communities. The University has sought to improve representation of domestic racial/ethnic groups that have been historically underrepresented. Over time, the University has moved towards that goal as employment of underrepresented racial/ethnic groups (African American, American Indian and Hispanic/Latino(a)) has grown over the past 15 years. However, ethnic minorities are still underrepresented, particularly in the MSP and SMG categories.

KF 2.2 Career female staff by personnel program



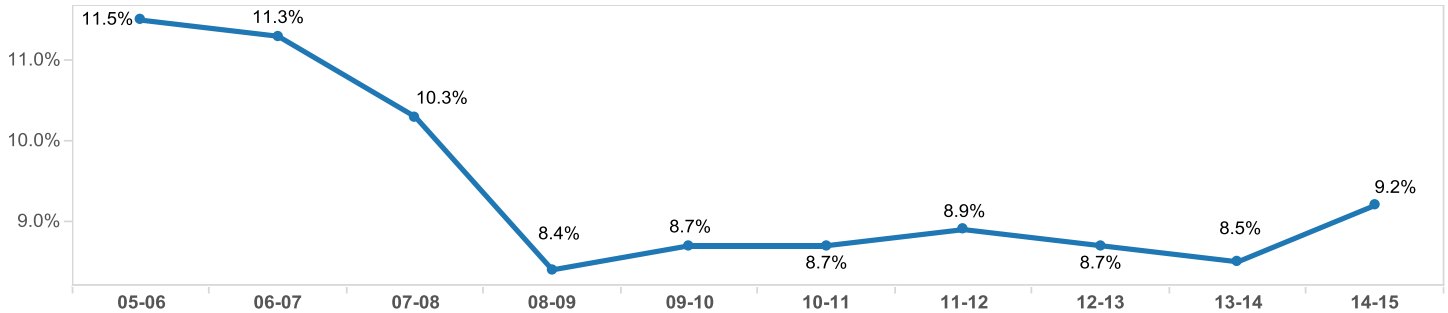
While overall representation of female employees at UC has remained high over time, female representation continues to remain lower in the most senior ranks of the workforce, as compared to the overall workforce.

KEY FINDING 3: SEPARATIONS AND RETIREMENT GROWTH

Separation rates and retirements have increased in recent years. Both separations and retirements are expected to increase in the future, due to a national economy on the mend and an aging workforce¹ that is closer to retirement.

KF 3.1: Separation Rates

Fiscal Year 2006-07 through 2014-15, Career Staff Only, Universitywide



Awareness of separations and retirement rates is critical to workforce planning and other strategic initiatives. Many functions within the UC system are impacted by separations and retirements, including recruitment and hiring, employee benefits, talent management, and departments that must redistribute workload and resources as the result of an employee's departure.

The Universitywide separation rate declined around the time of the economic recession and remained steady for six years. In 2015, the separation rate increased to 9.2%, marking the largest growth in separation rate in at least nine years. In the national job market, workforce separation rates show a net increase in separation rates in the last several years as well². Both the UC and national separation trends suggest an improving job market may result in an increase in separations as external employment prospects improve.

(continued on next page)

¹ <http://accountability.universityofcalifornia.edu/2016/chapters/chapter-6.html#6.2.2>

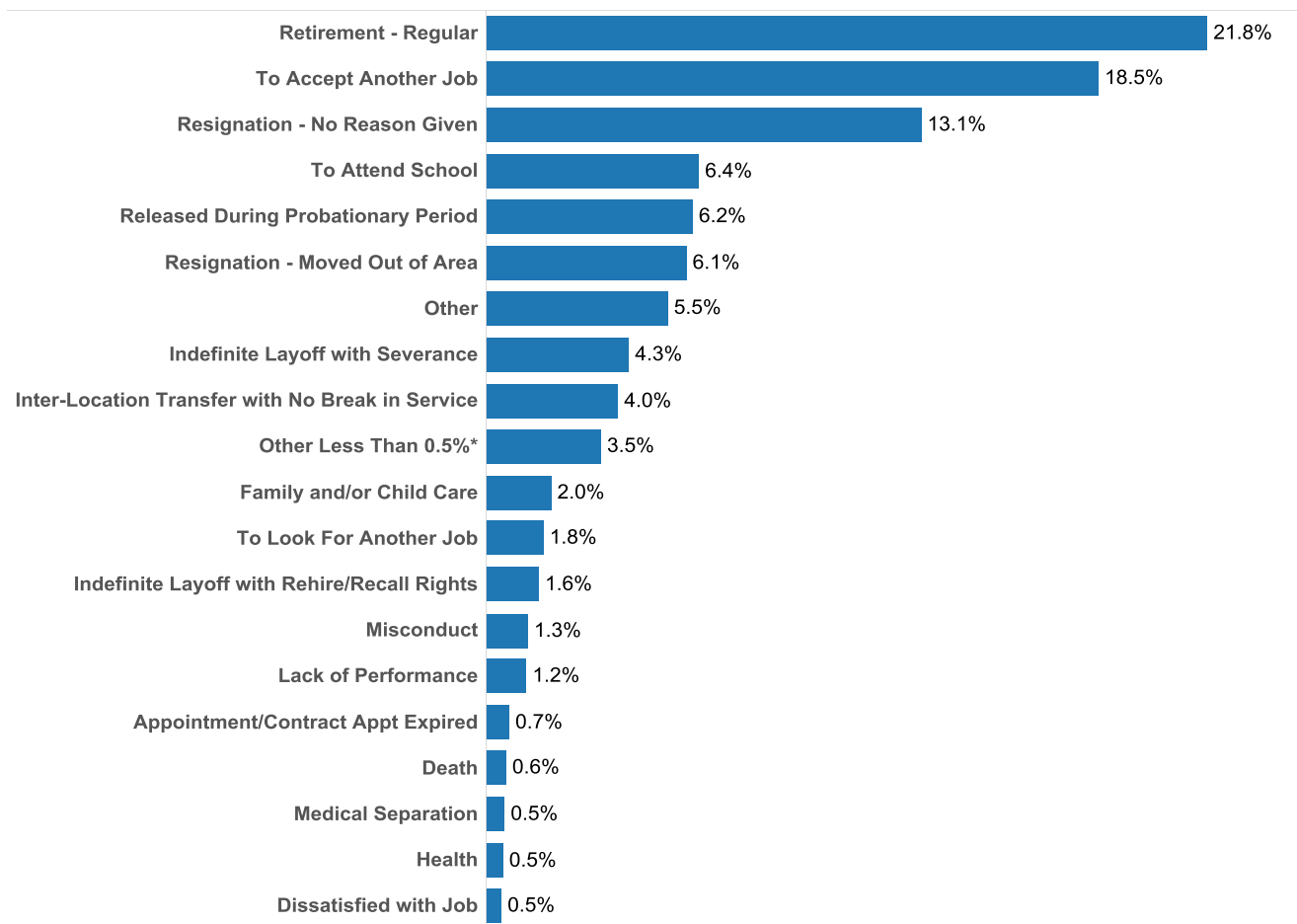
² Bureau of Labor Statistics, July 2016. Job Openings and Labor Turnover. <http://www.bls.gov/news.release/pdf/jolts.pdf>

KEY FINDING 3: SEPARATIONS AND RETIREMENT GROWTH (CONT'D.)

Reasons for employee separations should be examined to inform workforce action planning. In 2015, more than one out of five Career separations was due to retirement.

KF 3.2: Reasons for Separation

Fiscal Year 2014-15, Career Staff Only, All Personnel Programs



An important step in workforce planning is the examination of the reasons for employee separations, so that efforts can be directed toward addressing those reasons. Separations may be voluntary or involuntary, but all separations will impact UC's workforce and resources to some degree. In 2015, nearly half of separations were due to either retirement (21.8%) or to the pursuit of other job opportunities¹ (24.8%).

UC can respond to workforce churn by prioritizing operational resources required to replace employees, and by conducting workforce planning to identify UC's future needs. Succession pipelines, training and development, and internal mobility initiatives can protect against loss of institutional knowledge, increased recruitment activity, and can align UC's workforce to its future needs.

(continued on next page)

¹ Includes the following reasons for separation: To Accept Another Job, Inter-Location Transfer With No Break In Service, To Look For Another Job, and Self-Employment.

KEY FINDING 3: SEPARATIONS AND RETIREMENT GROWTH (CONT'D.)

Roughly 35% of the overall Career workforce and 48% of the management workforce¹ will reach retirement age in the next decade. To prepare for UC's organizational needs in the future, it is critical to acknowledge this reality and prepare now.

Two percent of PSS staff and five percent of management staff possess at least 20 years of UC experience and are eligible for maximum retirement benefits. Some employees retire prior to accruing maximum retirement benefits, so it is also critical to assess the percentage of workforce approaching retirement age. Based on historical UC data, the average non-academic UC employee is likely to retire at age 60 ¼ with 18.36 years of UC service.²

KF 3.3 UC retirement program active career staff headcount by age and years of service (YOS)³

Fall 2015, Universitywide

Professional and Support Staff (PSS) (NOTE SCALE)						Managers and Senior Professionals (MSP) and Senior Management Group (SMG)					
	Age						Age				
	0-29	30-39	40-49	50-59	60+		0-29	30-39	40-49	50-59	60+
20+ years		4	1,306	5,242	1,951	20+ years			299	1,205	509
15 to 19.99		468	2,859	3,128	1,236	15 to 19.99		59	563	591	209
10 to 14.99	14	2,992	4,888	4,031	1,653	10 to 14.99		289	676	610	272
0 to 9.99	13,775	21,159	11,982	7,714	2,755	0 to 9.99	176	1,841	1,864	1,367	659

The age of UC's workforce has increased over time. Nine percent of PSS and 15% of management staff are currently at or above the likely retirement age. In the next 10 years, nearly 32% of PSS and 48% of management staff will reach likely retirement age. In 1998, only 26% of career employees were age 50 and older; in 2015, 35% of career employees were age 50 or older. The number of staff age 60 and older has also increased since 1998.⁴ Coupled with a potentially increasing separation rate, the rising age of the workforce suggests that in ten years UC's workforce may be vastly different.

¹ Management workforce includes Senior Management Group, Managers, and Senior Professionals.

² Cognos HRB Database, "Active UCRP Employees Likely to Retire" Report as of June 2015.

³ 2016 UC Annual Accountability Report, page 117: <http://accountability.universityofcalifornia.edu/2016/chapters/chapter-6.html#6.2.3>

⁴ 2016 UC Annual Accountability Report, page 116: <http://accountability.universityofcalifornia.edu/2016/chapters/chapter-6.html#6.2.1>

PART 3. WORKFORCE CHARACTERISTICS

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

October 2015, Staff Workforce*

	Headcount	FTE	Average Years of Service	Average Age
Senior Management Group (SMG)	171	169.8	12	57
Managers (M)	5,807	5,669.8	11	50
Senior Professionals (SP)	5,707	5,102.6	9	48
PSS Policy	37,638	34,382.7	8	43
PSS Represented	60,090	52,214.7	7	42
PSS Casual/Restricted (Students)	34,273	8,543.5	1	21
Total PSS	132,001	104,909.3	6	36
Total University (Non Academic)	143,686	106,083.1	6	37
Career Staff	92,583	88,074.4	9	43

The UC staff workforce is vast and includes a wide variety of occupations, seniority levels, types of appointments, and staff demographics. 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.

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. For that reason, data on LBNL employees does not appear in this report unless otherwise noted.

Throughout the rest of this report, charts use headcount and include all appointment types and all personnel programs, unless otherwise specified. Unless otherwise noted, medical center staff headcount and FTE are included with applicable campus and systemwide counts throughout the Workforce Profile. Additionally, student employees are typically compared separately to other subgroups of the workforce. Student employees are younger and tend to have shorter-term employment periods than the rest of the staff workforce.

* 'Headcount' means each employee is counted once by primary appointment. Payroll records with invalid title codes are excluded.

** 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.

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

The UC workforce has grown in the past decade. Since 2006, headcount has risen at an average of 1.9% per year.

WP 1.2: Staff Workforce Headcount and FTE

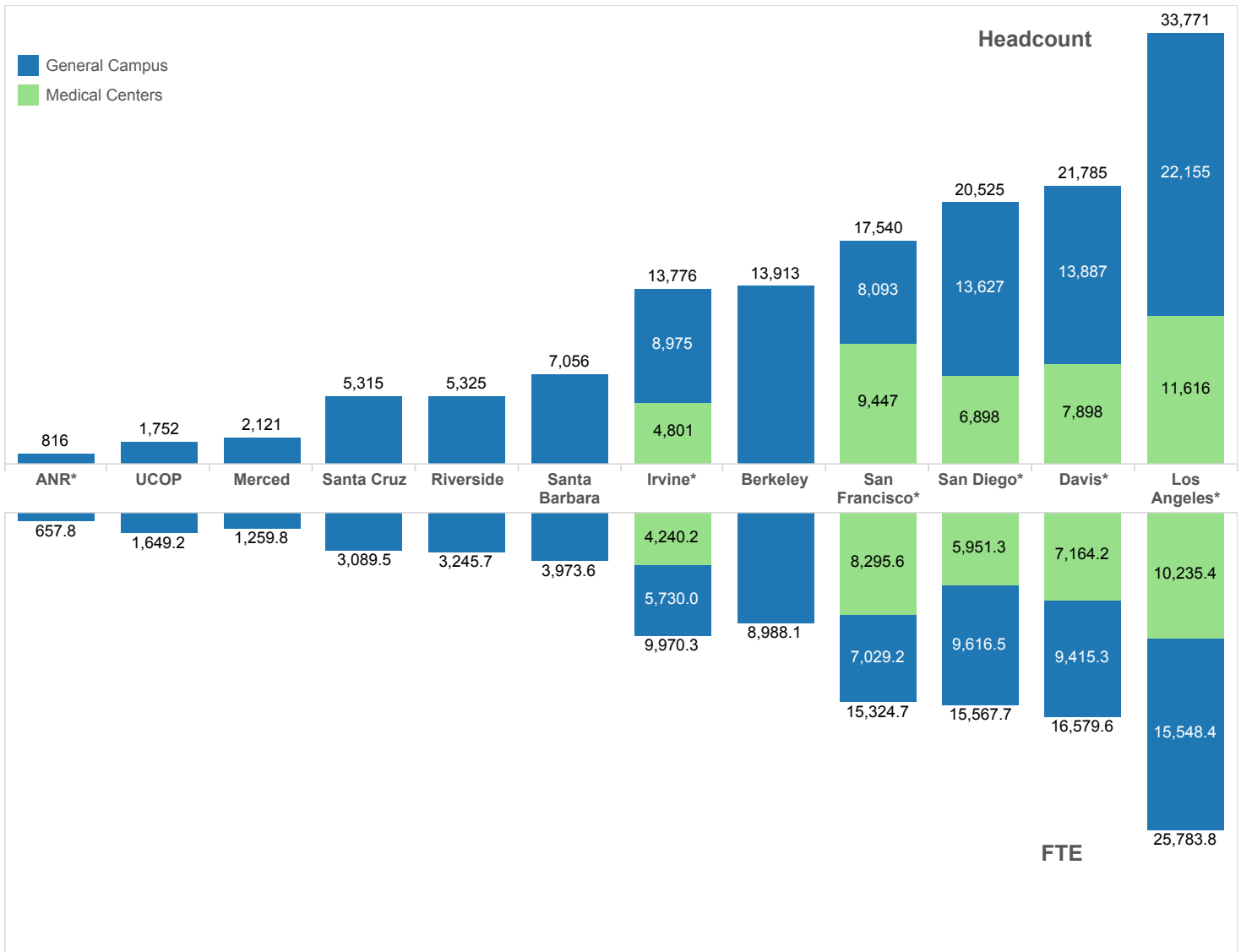
October 2006-2015



Cuts in State funding in the past decade 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.

Overall workforce growth has averaged 1.9% per year over the last decade, and grew by 2.6% in 2015. Growth dipped below average from 2004 to 2005 and again from 2008 to 2010. Excluding these below average years, the average growth rate has been 2.7% per year.

WP 2.1: Staff Workforce Headcount by Location General Campus and Medical Centers
 October 2015



WP 2.1 shows staff headcount and FTE at the 10 campuses, UC Office of the President (UCOP), and Agriculture and Natural Resources (ANR). UCOP and ANR, as Universitywide 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.

The headcount at most UC locations has increased slightly since 2014. ANR, UC Office of the President, and UC Santa Cruz remained at nearly the same headcount as the previous year. Only UC Davis and UC Irvine decreased slightly from the previous year, with minor reductions in headcount of 109 at UC Davis and 673 at UC Irvine.

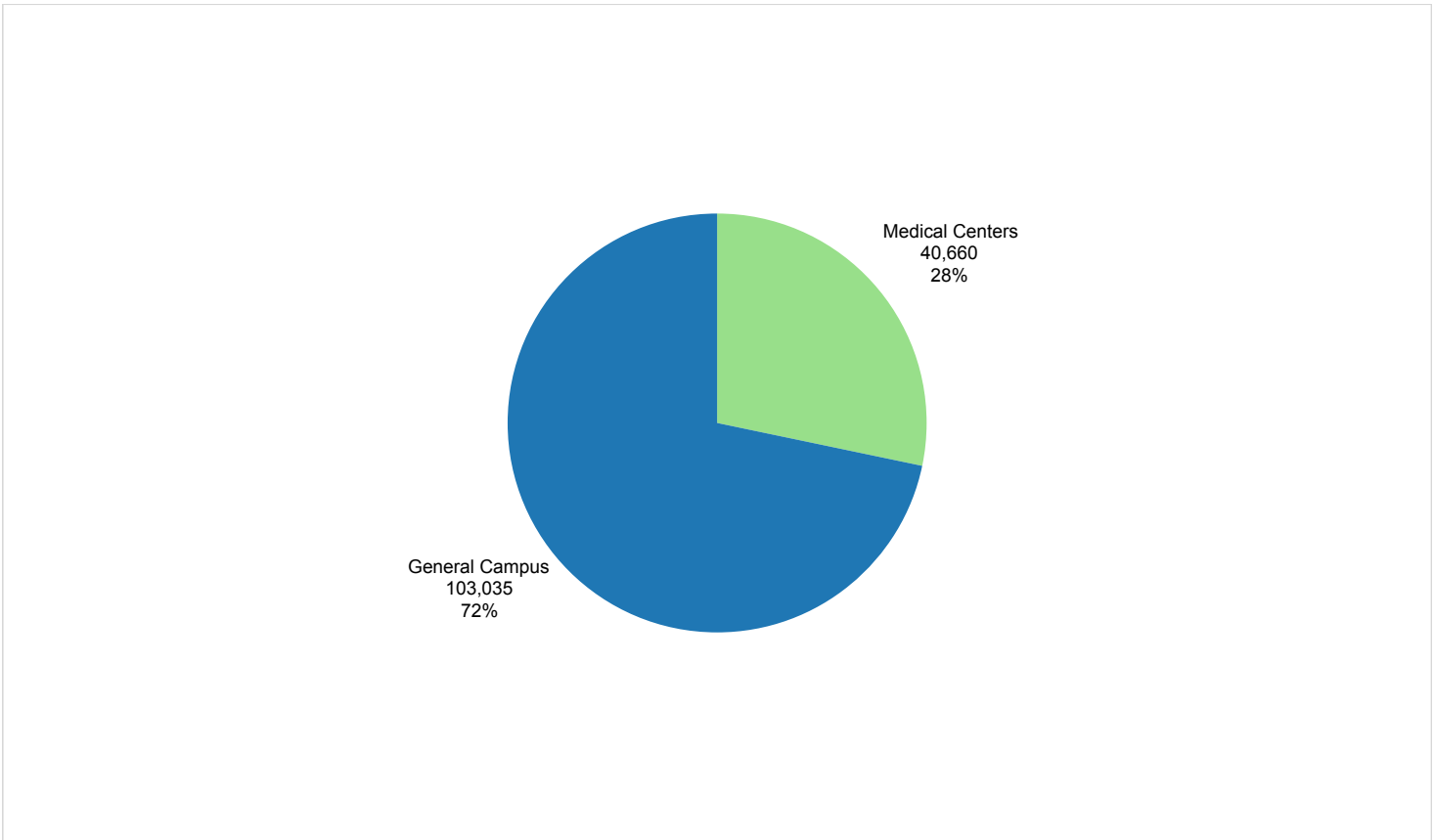
Numerous factors contribute to the number of staff at a particular location. Some of these include:

- Student enrollment
- Presence of a medical center
- Use of full-time vs. part-time staff
- Proportion of graduate students to undergraduate students
- Size and complexity of campus research programs

* 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.

While campuses continued to employ more staff than medical centers, their headcount grew at a slower pace (1%) than the medical centers (7%) from the previous year.

WP 2.2: Staff Workforce by Campuses and Medical Centers
October 2015



WP 2.3: Staff Workforce by Campuses and Medical Centers
October 2004 and 2015

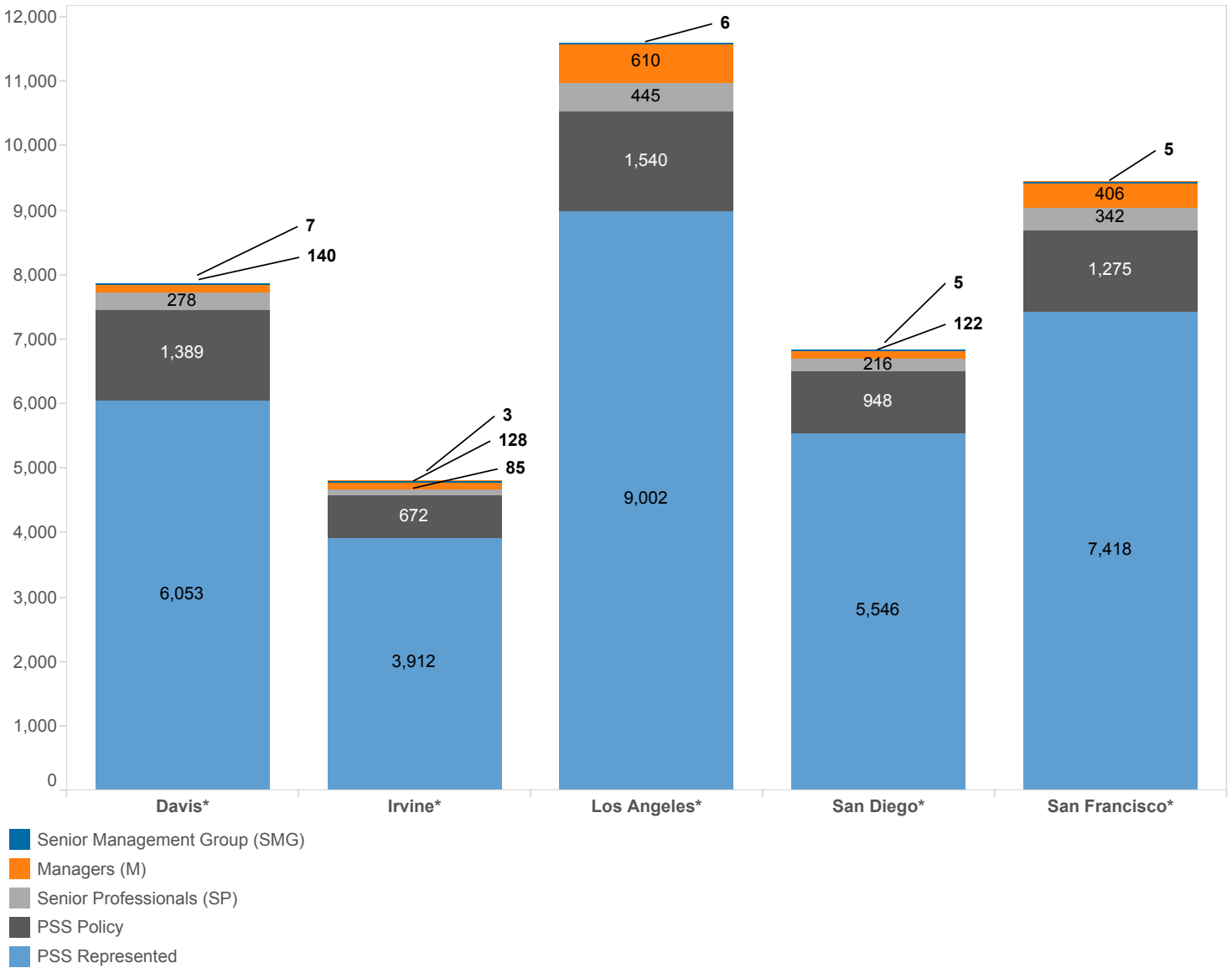
	2004	% of Total	2015	% of Total	Change	% Change
Campus/UCOP/ANR	87,887	76%	103,035	72%	15,148	17%
Medical Centers	28,235	24%	40,660	28%	12,425	44%
Total	116,122	100%	143,695	100%	27,573	24%

In 2004 there were 28,235 staff employees working at the medical centers – including those working as administrators/support staff as well as those in healthcare occupations. By October 2015, that number had grown to 40,660—a 44% increase. During this same time period the campus-based workforce grew by approximately 17%, 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 new facilities.

The majority of medical center staff is comprised of professional and support staff.

WP 2.3: Medical Center Staff Workforce by Personnel Program

October 2015



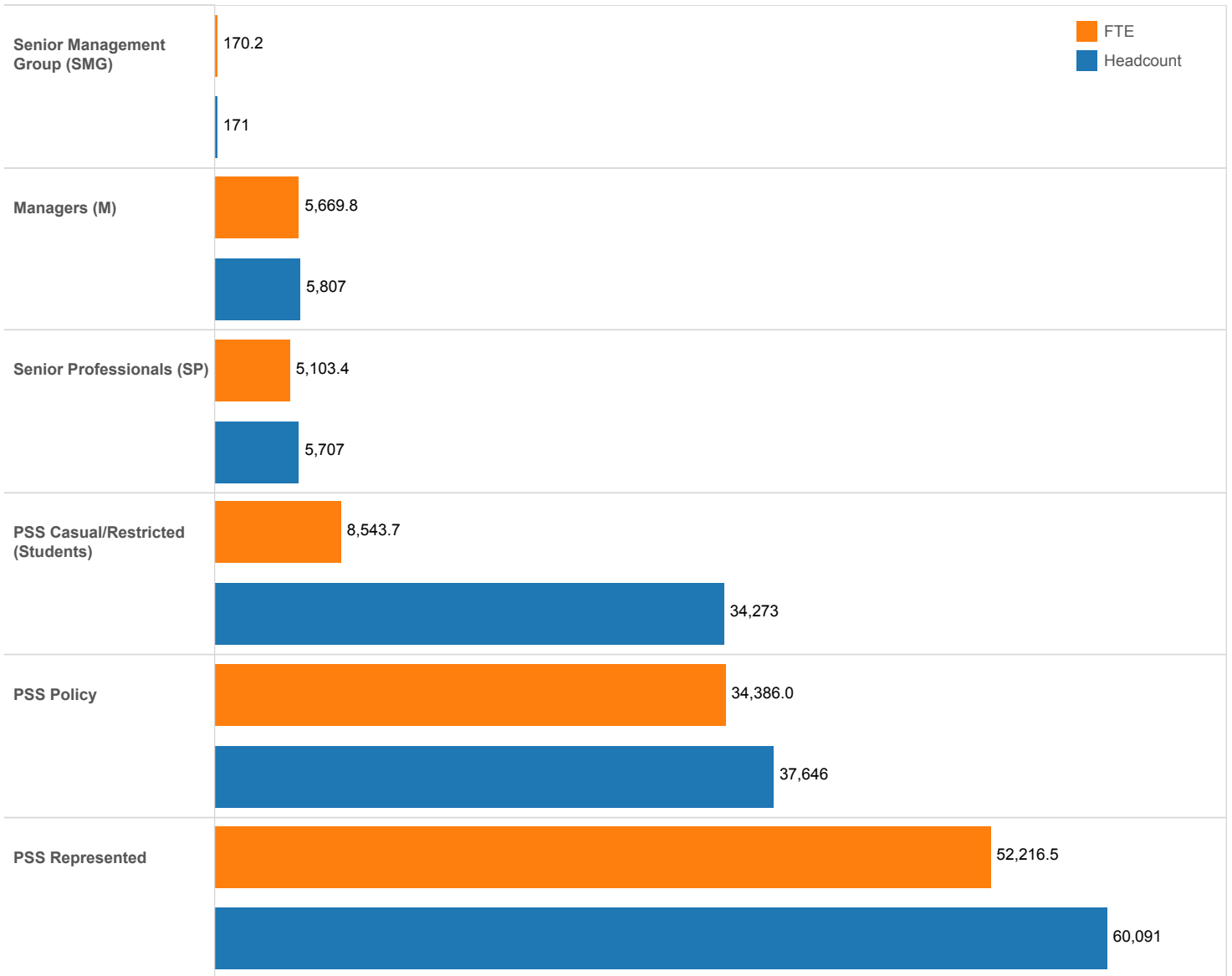
Most medical center employees (79%) are represented by collective bargaining agreements. The majority of employees are PSS Represented or PSS Policy-Covered staff, while the Manager and Senior Professional groups each comprise 3% of the medical center employee population.

* Indicates campus with a medical center.

Professional and support staff represent the majority of UC's workforce, followed by student employees.

WP 3.1: Staff Workforce Headcount and FTE by Personnel Program

October 2015



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 Universitywide 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 senior analysts.

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.

Headcount in the UC personnel programs has grown at different rates over time. While the proportion of MSP employees has increased in the past decade from 6% to 8% of all employees, the SMG and PSS personnel programs have decreased in the proportion of the workforce that they represent.

WP 3.2: Headcount by Personnel Program by Year

October 2004 and 2015

	2004	% of All Staff	2015	% of All Staff	Change, 2004-2015	% Change
SMG*	314	0%	171	0%	-143	-46%
SMG*	218	0%	171	0%	-47	-22%
Acad. Administrators**	96	0%	0	0%	-96	-100%
MSP	6,846	6%	11,514	8%	4,668	68%
PSS Policy	28,614	25%	37,646	26%	9,032	32%
PSS Represented	54,078	46%	60,091	42%	6,013	11%
PSS Casual/Restricted (Students)	26,270	23%	34,273	24%	8,003	30%
Total PSS	108,962	94%	132,010	92%	23,048	73%
University Total	116,122	100%	143,695	100%	27,573	24%

Over the past decade, the staff personnel programs have grown at different rates. Headcount in the Managers and Senior Professional (MSP) program increased by 68%. The growth in the MSP group is partially explained by a growing Senior Professional staff, which reflects the increasing professionalization of today's workforce. Analytical and technical jobs, which fall under the SP group, have become more prominent in the past decade.

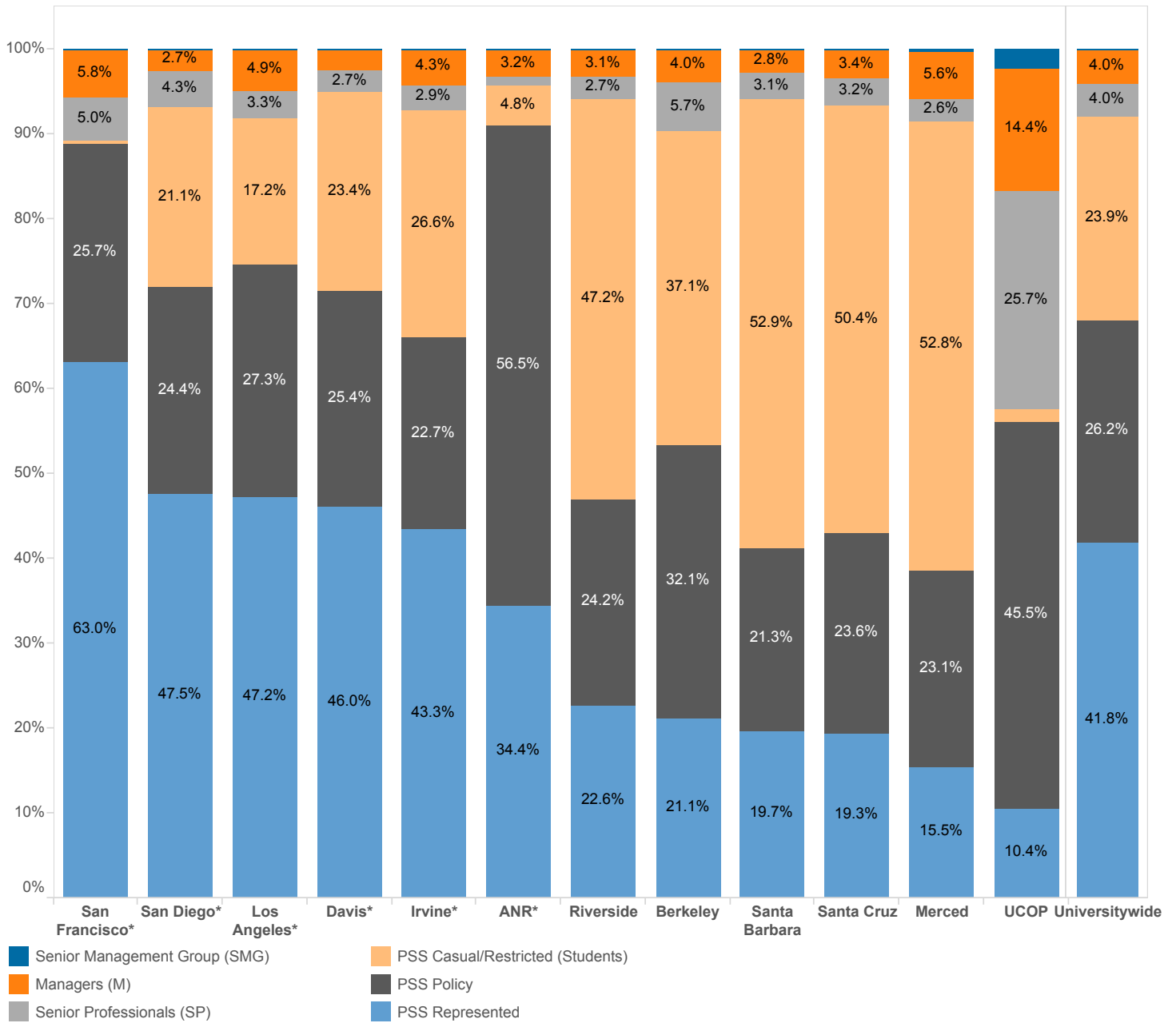
PSS Policy-Covered (excluding students) increased from 25% to 26% of all staff, while the PSS Represented group declined from 46% to 42% of all staff. The decrease in SMG headcount reflects the transfer of SMG Deans and Vice Provosts into the Academic Personnel Program beginning in 2010.

* The SMG group represents 0.002% of all staff.

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

Across UC, a majority of the workforce (58%) is policy-covered while 42% are represented by unions. Half of the workforce at locations with medical centers are represented by unions, while one fifth of the staff at campus locations are union-represented.

WP 4.1 Policy-Covered and Union-Represented Staff Workforce by Location
October 2015

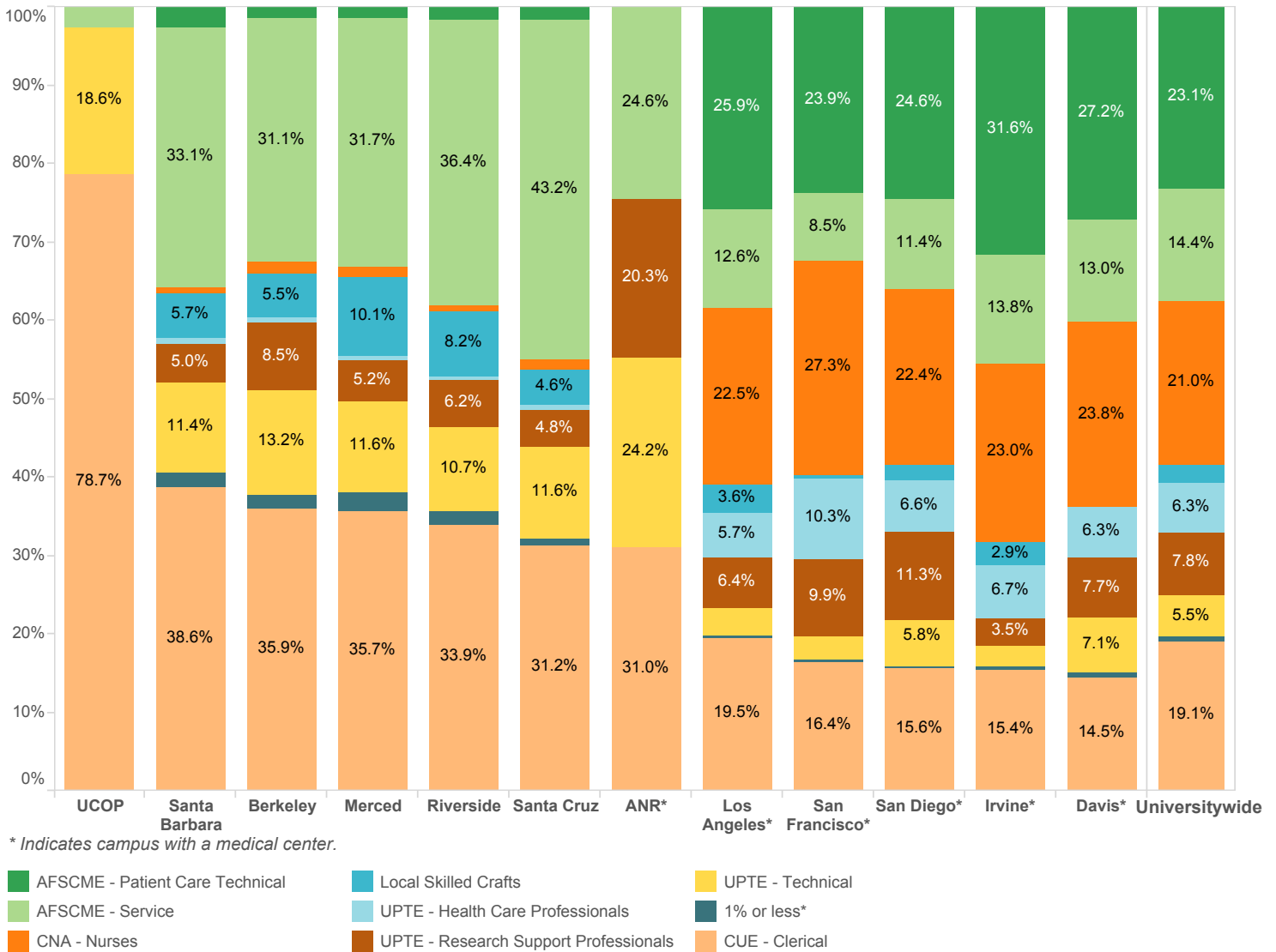


The majority of staff (58%) at UC is covered by policy, while nearly 42% are represented by unions. Each location has a different composition of personnel programs and percentage of staff represented by unions. Campuses with medical centers have much higher proportions of represented staff.

* Indicates campus with a medical center.

The unions representing most UC staff are the American Federation of State, County, and Municipal Employees (37.5%), California Nurses Association (21.0%), University Professional and Technical Employees (19.6%), and Coalition of University Employees (19.1%).

WP 4.2 Policy-Covered and Union-Represented Staff Workforce by Location
October 2015



The uniqueness of the UC locations is reflected by the union breakdown above. WP 4.2 displays the unions that cover PSS Represented employees at UC. Represented employees are predominantly located at locations with medical centers. Of the 42% of staff represented by collective bargaining units, 95% are covered by one of four unions:

- American Federation of State, County and Municipal Employees (AFSCME) represents 22,535 staff (37.5% of represented staff) in Patient Care (such as Vocational Nurses and Hospital Assistants) and Service (e.g., Custodians) units.
- California Nurses Association (CNA) represents 12,620 Registered Nurses (21.0% of represented staff).
- University Professional and Technical Employees (UPTe) represents 11,768 staff, or 19.6% of represented staff, in three units: Technical (e.g., Lab Assistants), Research Support, and Health Care Professionals (such as Clinical Social Workers).
- Coalition of University Employees (CUE) represents 11,471 staff in clerical/administrative positions (19.1% of represented staff).

UC campuses and medical centers differ in the proportion of the workforce represented by unions.

WP 4.3 Policy-Covered and Union-Represented Staff Workforce by Campus and Medical Centers
October 2015, Headcount

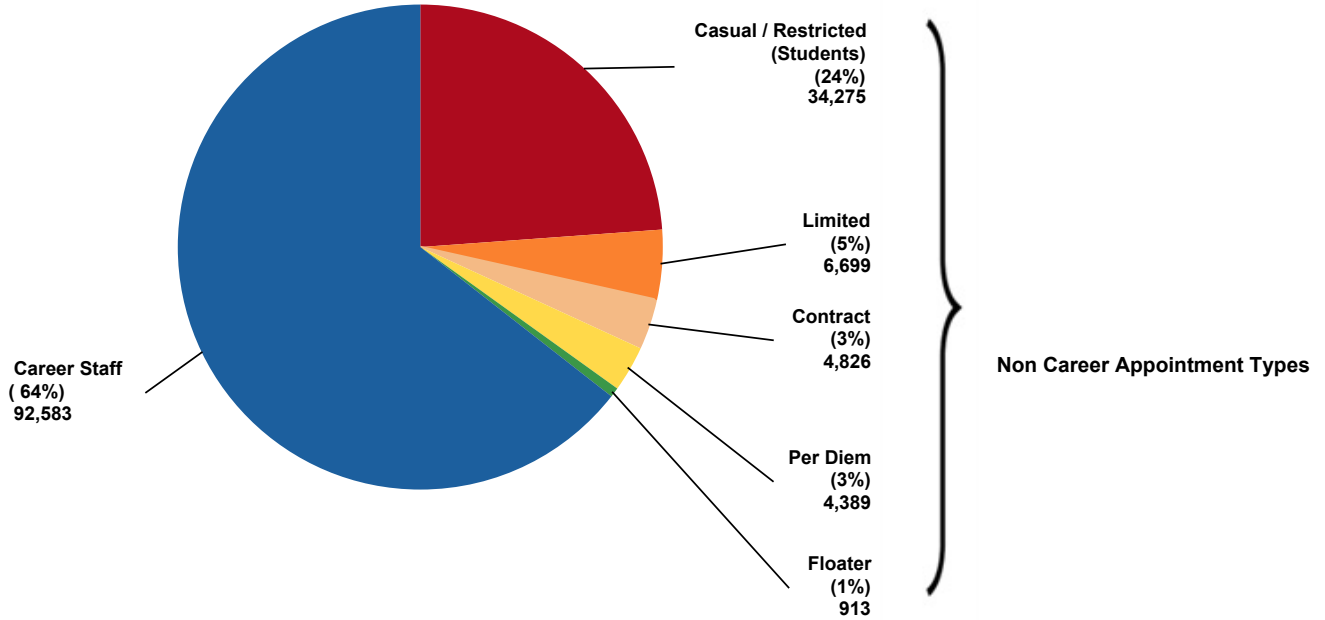
	General Campus	Medical Centers	Grand Total
Senior Management Group (SMG)	145	26	171
Managers (M)	4,401	1,406	5,807
Senior Professionals (SP)	4,341	1,366	5,707
PSS Policy	31,822	5,824	37,646
PSS Casual/Restricted (Students)	34,166	107	34,273
PSS Represented			
CNA - Nurses	784	11,836	12,620
AFSCME Service	6,584	2,042	8,626
AFSCME Pt Care Tech.	1,784	12,125	13,909
CUE Clerical	8,615	2,856	11,471
UPTE-Technical	3,237	45	3,282
UPTE-Research Suppt.	4,667	42	4,709
UPTE-Health Care Professionals	949	2,828	3,777
Local Skilled Crafts	1,246	157	1,403
Davis Firefighters	21		21
Berkeley Printing Trades	10		10
Police	263		263
PSS Represented Total	28,160	31,931	60,091
Total University (Non Academic)	103,035	40,660	143,695

Campuses and medical centers differ significantly in terms of staff union representation. Forty-one percent (41%) of Campus non-student employees are union-represented. By contrast, 79% of medical center employees are union-represented. Almost all student staff, who are not eligible to be represented, are working on Campus (97.7%).

Two-thirds of the UC workforce is composed of career employees with ongoing appointments.

WP 5.1: Staff Workforce Headcount by Appointment Type

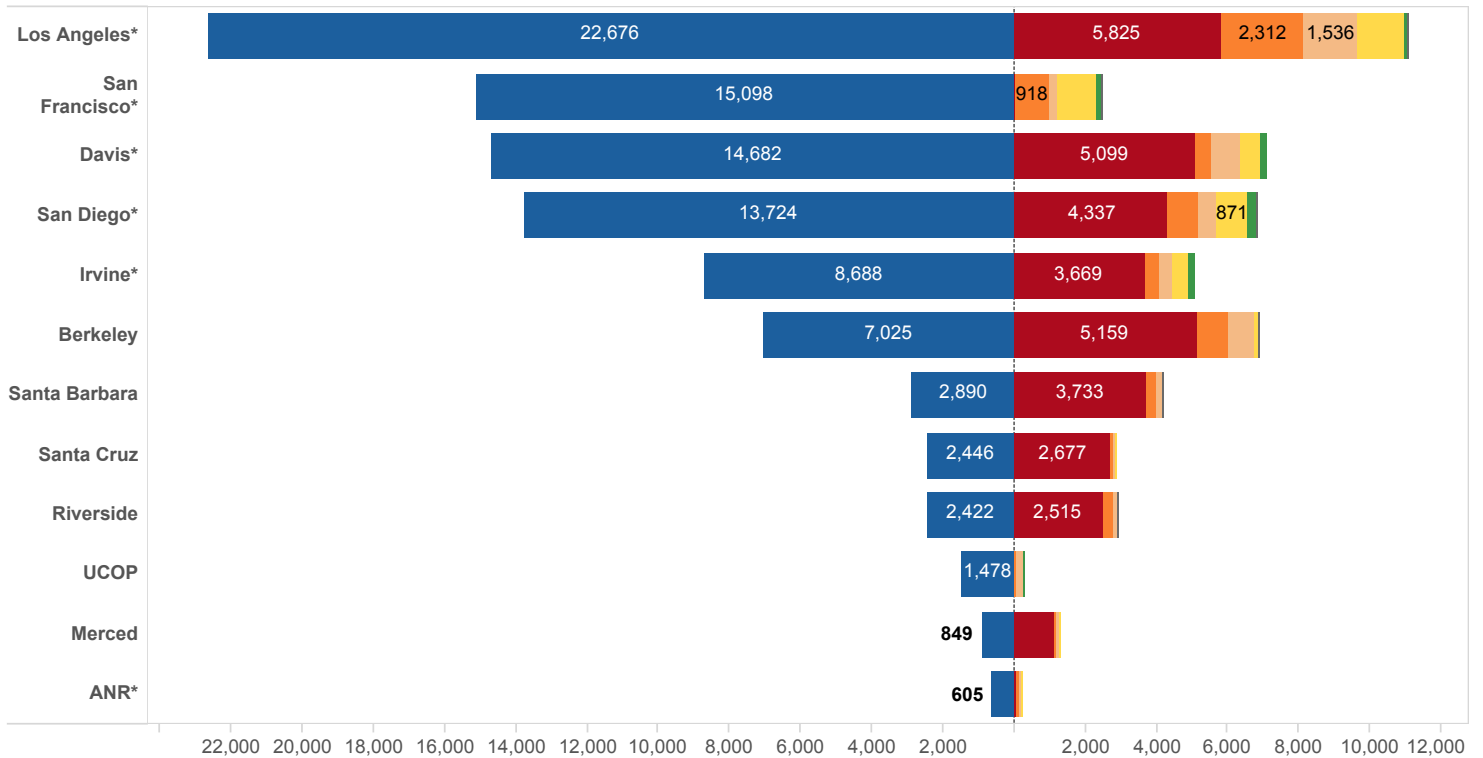
October 2015



The staff workforce is predominantly composed of Career employees (64%). 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 periods of high need. Career employees have predictable hours of work and full benefits.

Career employees make up the majority of the workforce, and students are widely employed at most locations across the UC system.

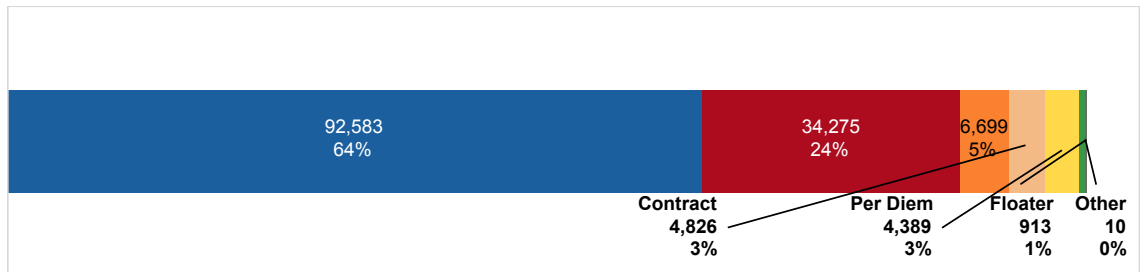
WP 5.2: Staff Workforce Headcount by Appointment Type by Location
October 2015



Appointment Type

- Career Staff
- Casual / Restricted (Students)
- Limited
- Contract
- Per Diem
- Floater
- Other

Universitywide



A majority of 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.

* Indicates campus with a medical center.

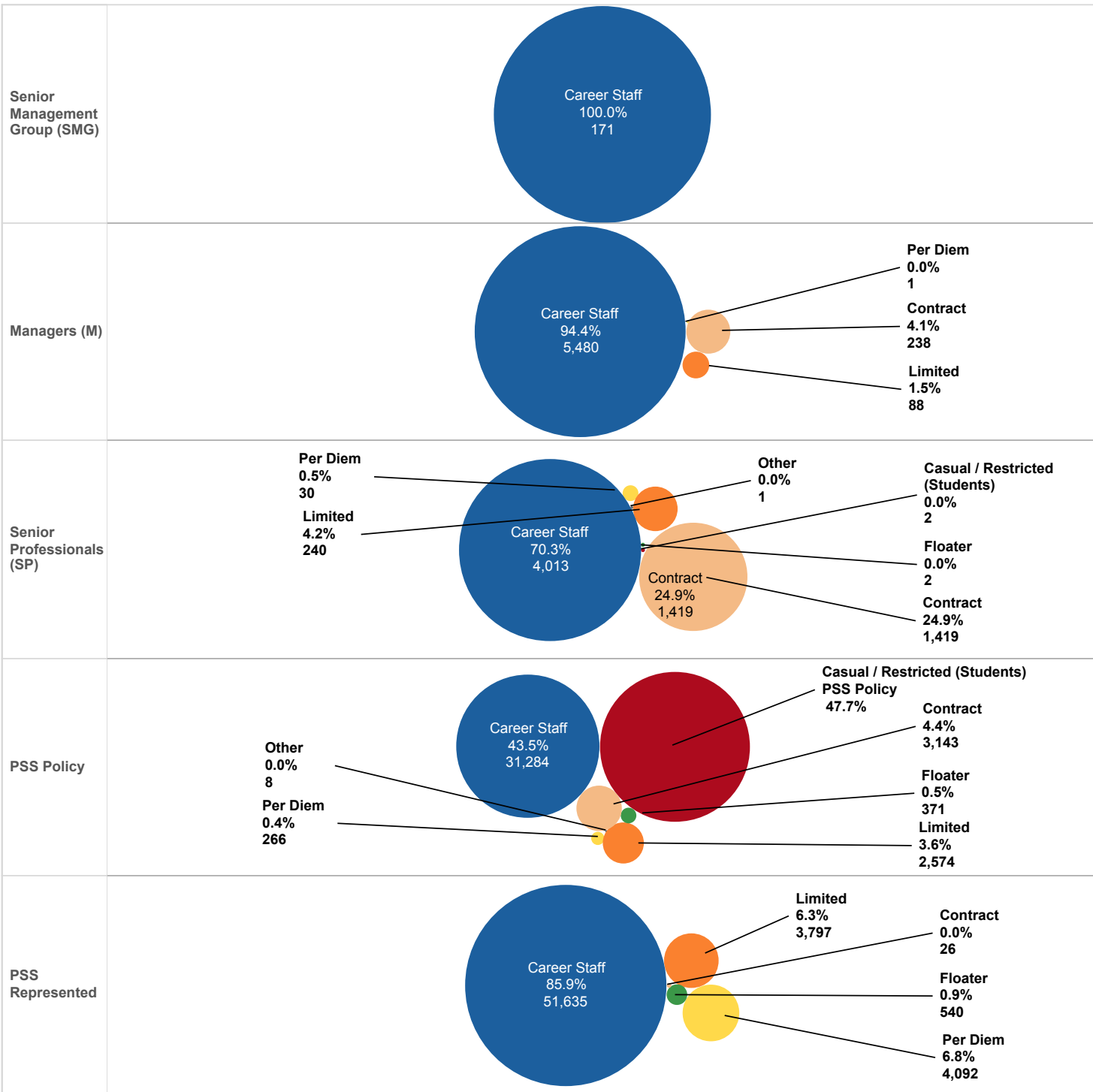
Across the University, most employees hold career positions, with the notable exceptions of students workers and contract senior professional employees.

WP 5.3: Staff Workforce Headcount by Personnel Program and Appointment Type

October 2015

Personnel Program

Appointment Types

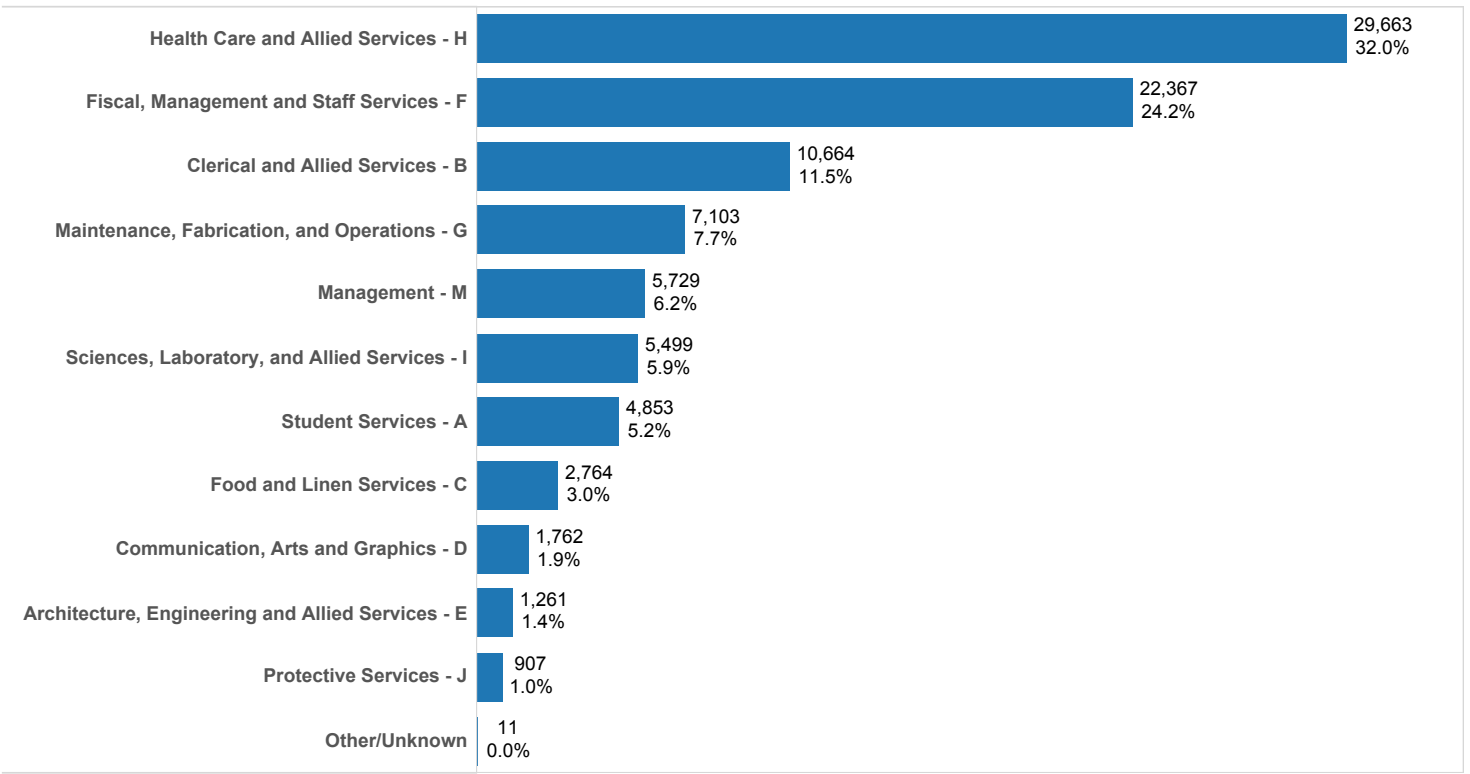


Each personnel program at UC is made up of employees with different appointment types. All SMG employees have career appointments, while the other personnel programs have some contract, casual, per diem, or other appointment types. The Managers group is mostly (94.37%) career employees, with few (4.10%) contract employees. On the other hand, one out of four Senior Professionals is a contract employee, while seventy percent are career employees. Most students (99%) are in the PSS personnel program.

Two-thirds (68%) of the workforce is employed in a healthcare, fiscal, or clerical occupation.

WP 6.1: Staff Workforce by Occupational Group

October 2015, Career Staff Only



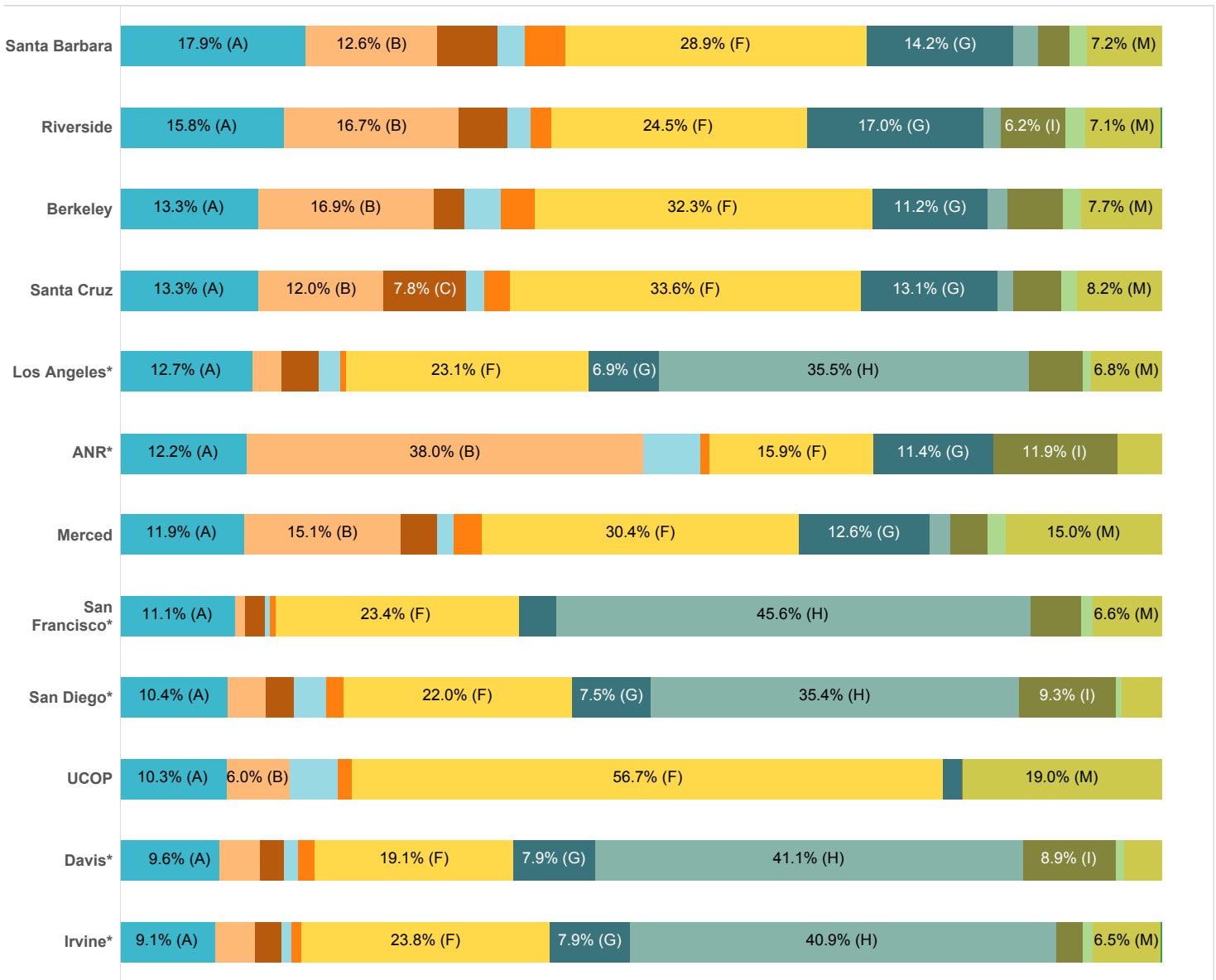
The majority of UC's workforce falls into three occupational groups: Healthcare occupations (e.g., nurse, pharmacist), fiscal occupations (e.g., computer programmer, accountant), and clerical occupations (e.g., administrative assistant).

Over one-third of Career employees work in a health care-related occupation. Since 2004, the number of Career staff in health care occupations has increased by 43%, from 20,683 to 29,663, reflecting a continued expansion in the size and scope of the teaching hospitals.

Note: Refer to Appendix B for examples of job titles within each occupational group.

While all locations have about the same percentage of clerical employees, the percentage of healthcare and fiscal and management employees varies by location.

WP 6.2: Staff Workforce by Occupational Group by Location
 October 2015, Career Staff Only



Occupational Group

- A - Clerical and Allied Services
- B - Student Services
- C - Food and Linen Services
- D - Communication, Arts and Graphics
- E - Architecture, Engineering and Allied Services
- 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
- M - Management
- Other/Unknown

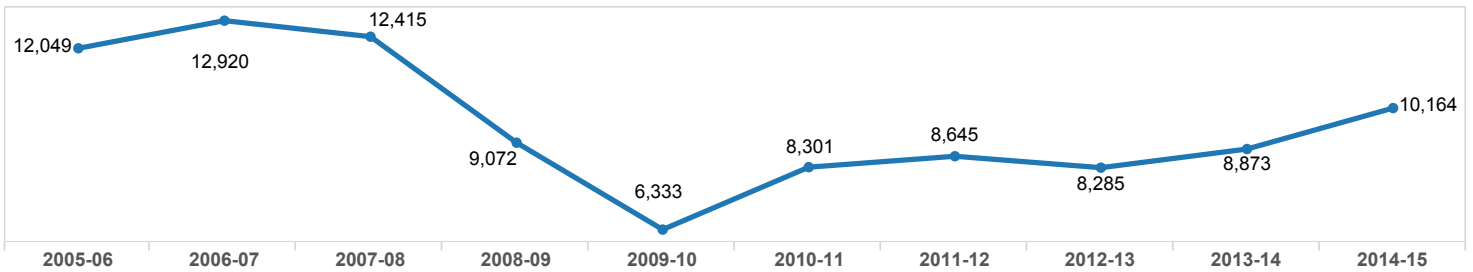
* Indicates campus with a medical center.

Each location's staff workforce displays diversity in the types of occupations represented. 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. Healthcare occupations cluster at locations with medical centers, while 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.

Hiring has been on an upward trajectory since the 2009-2010 fiscal year. In the past year, healthcare occupations experienced the greatest increase in hiring.

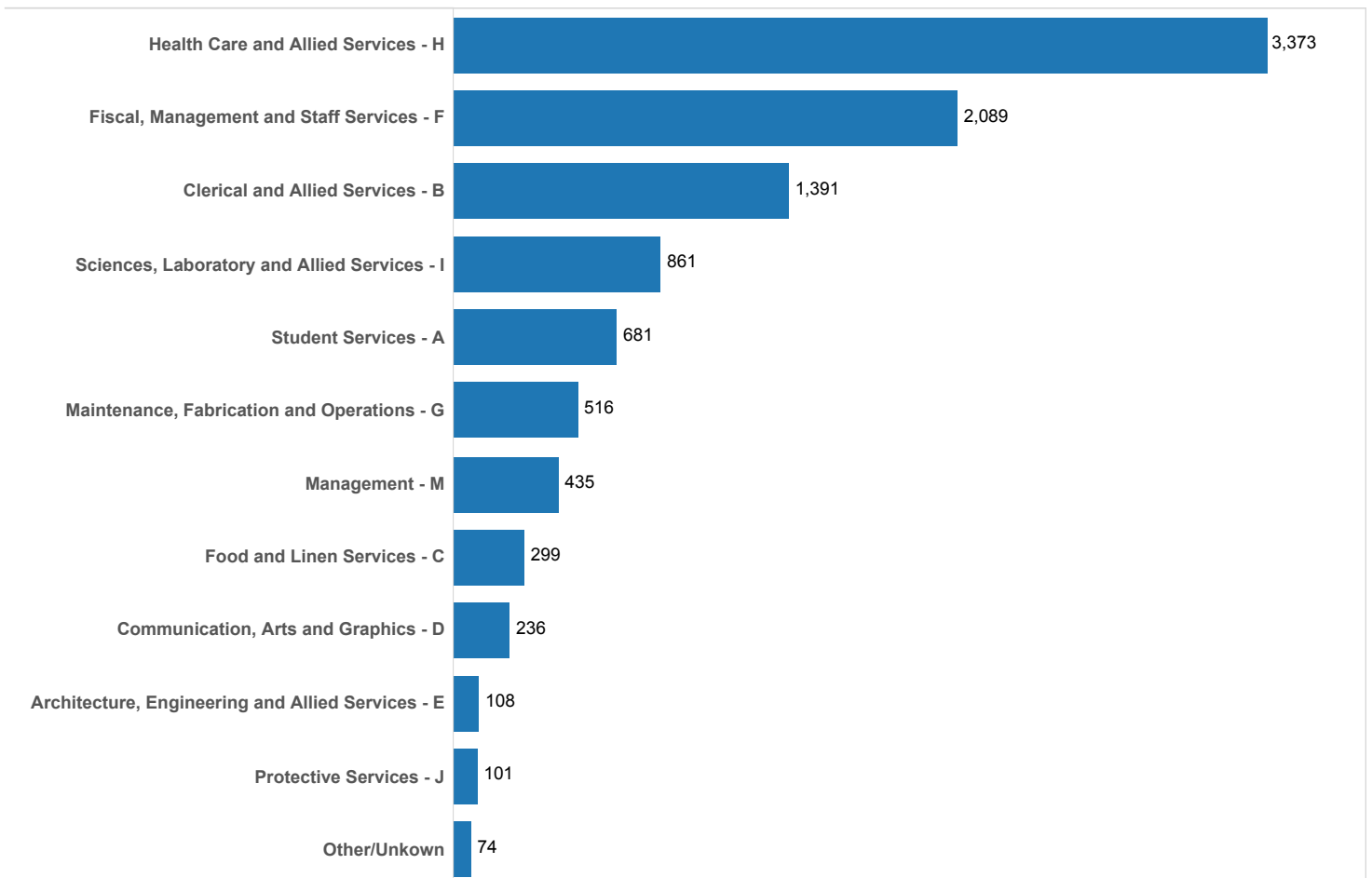
WP 7.1: Staff Workforce New Hires

Fiscal Years 2004-05 through 2014-15, Career Staff Only



WP 7.2: Staff Workforce New Hires by Occupational Group

Fiscal Years 2004-05 through 2014-15, Career Staff Only

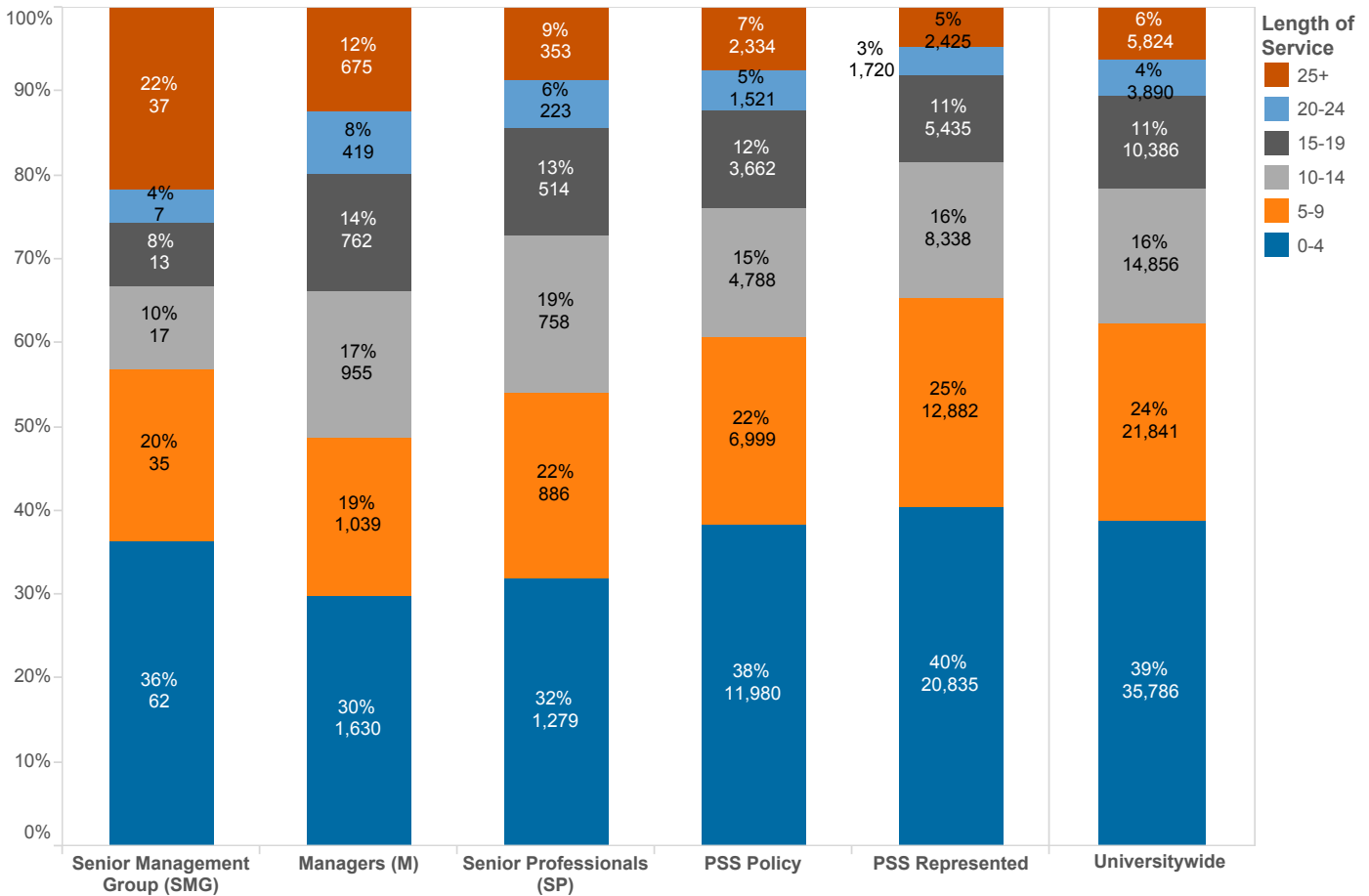


The occupations of new hires at UC tend to reflect the overall occupational demographics of UC as a whole (see WP 6.1). In 2015 the largest group (33%) of new hires was employed in a health care related job, which has been the case for the last 10 years.

Between 2014 and 2015, the total amount of new hires increased by 15% (1,291). This increase appears to largely be due to a 27% increase in healthcare hires (n = 709), a 14% increase in clerical new hires (n = 167), and a 20% increase in student hires (n = 115).

Average length of service with the University varies by personnel program, but demonstrates a workforce with a long tenure. Sixty percent of UC's employees stay at UC for five or more years.

WP 8.1: Length of Service* by Personnel Program
 October 2015, Career Staff Only



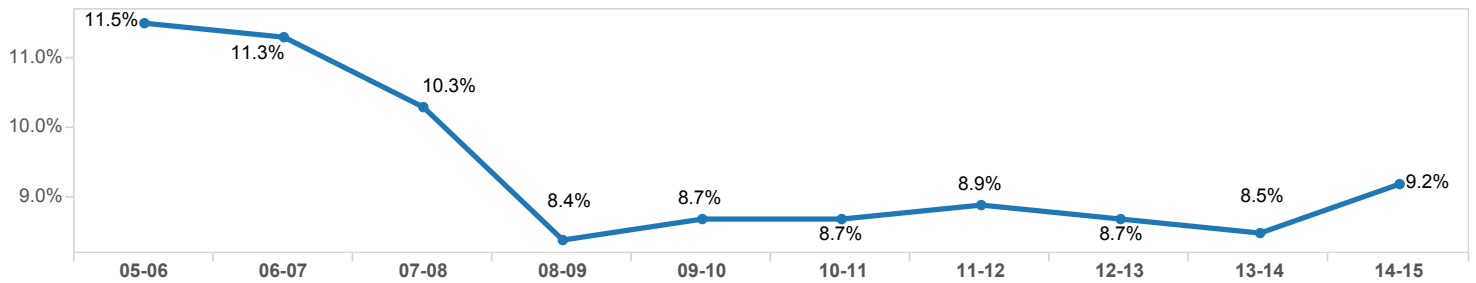
Since 2010, the average length of Career staff employment service at UC has been stable at an average of 9 years. Employees in the most senior ranks (SMG, M, SP) have more tenure with the University. Forty-three percent (43%) of senior management has 10 or more years of service with the University, while 35% of PSS Represented employees have been with the University for 10 or more years.

*Length of service was calculated using most recent hire date.
 Note: UC Retirement Plan (UCRP) service credit may differ from years of employment service.

Mirroring historical trends in hiring, the separation rate in 2014-2015 is the highest since 2007-08.

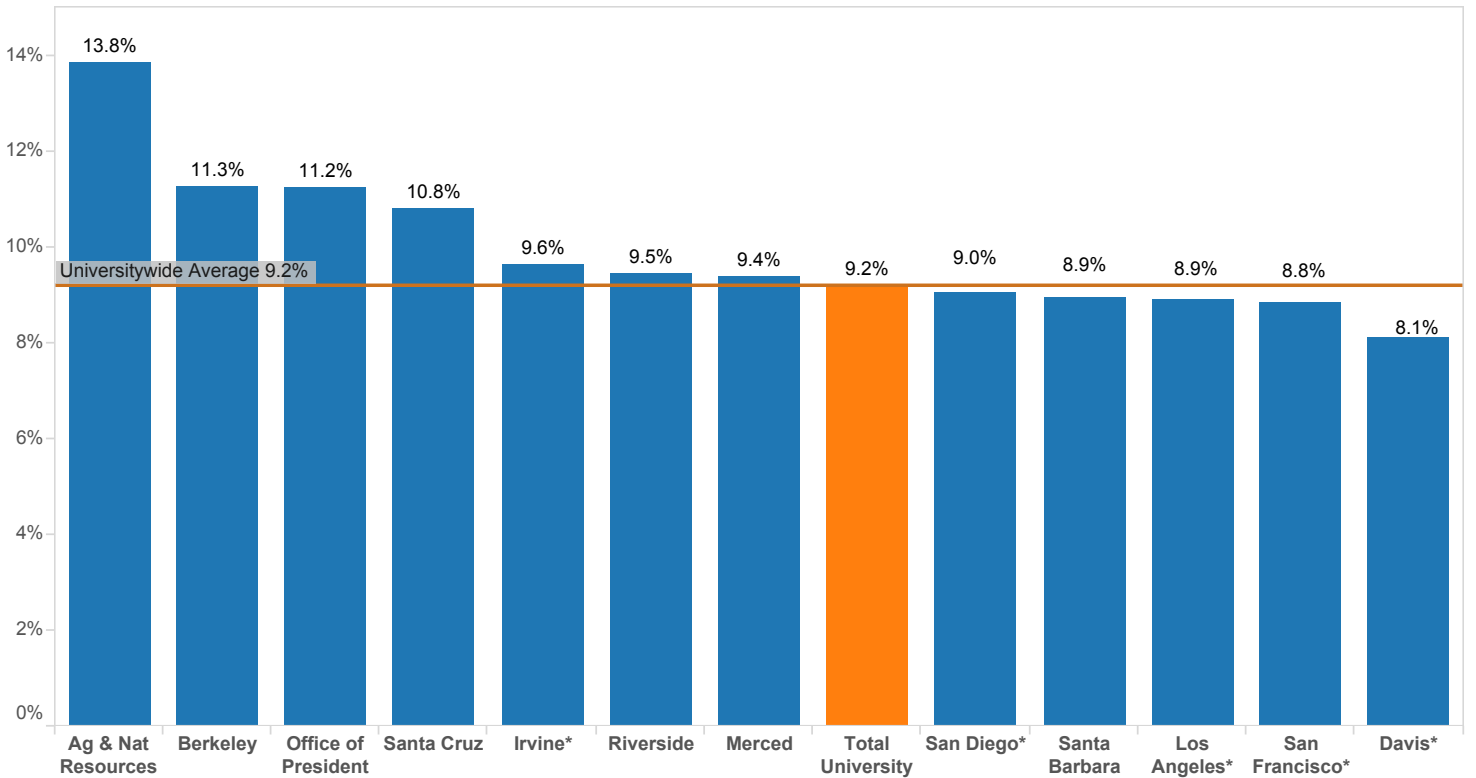
WP 8.2: Separation Rates

Fiscal Year 2006-07 through 2014-15, Career Staff Only



WP 8.3 Staff Workforce Separation Rate by Location

Fiscal Year 2014-15, All Personnel Programs, Career Staff Only



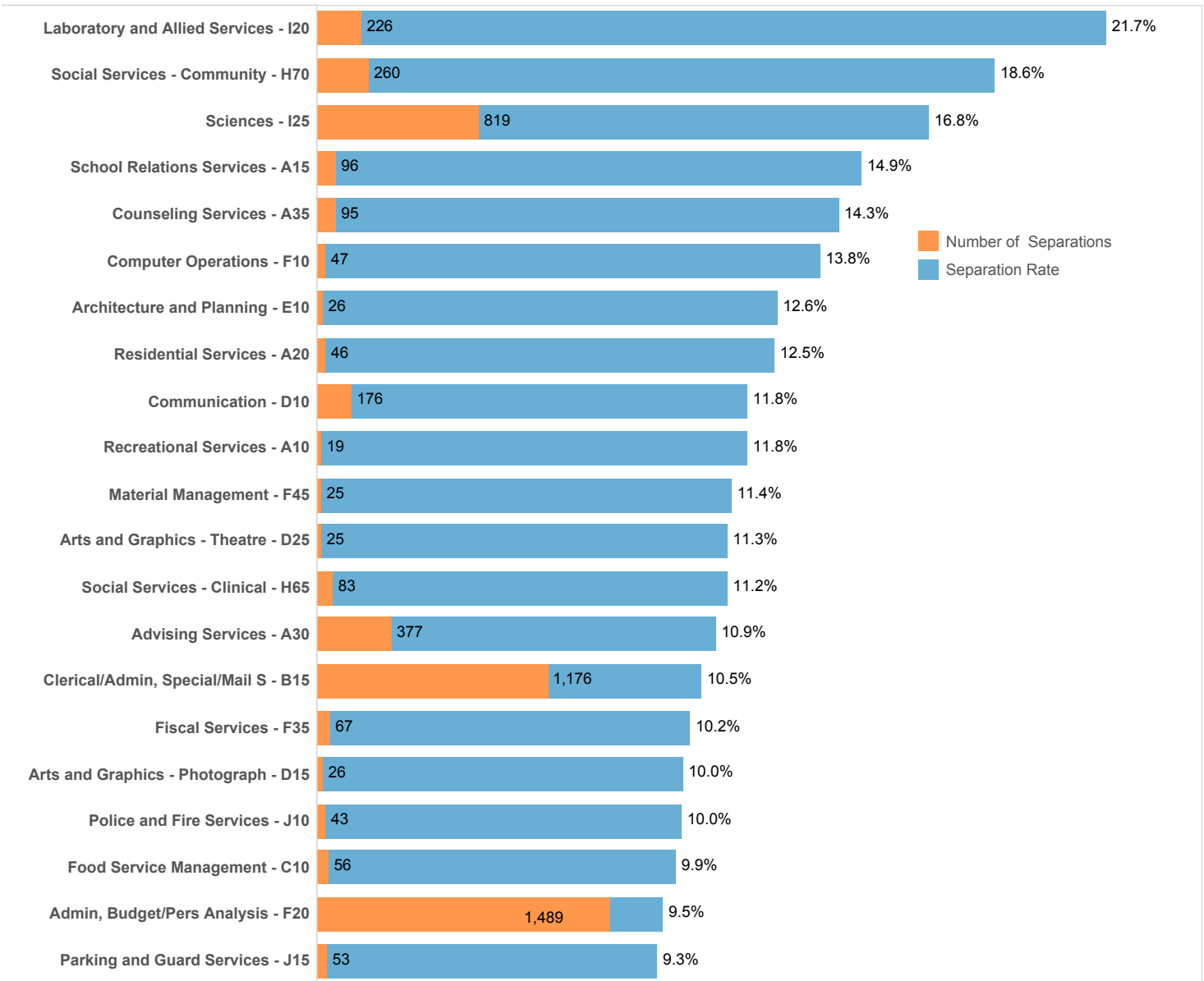
As discussed in Key Finding 3, the overall separation rate of Career staff increased in 2015. The separation rate is the highest it has been in nine years. The separation rate was in decline until 2008-09, followed by six years with a rate in the 8% range.

In better economic times, the separation rate was in the double digits, climbing to 11.5% in 2005-06. The decline in the number of UC separations in recent years may reflect a lack of alternative job opportunities in the external employment market. UC's separation 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 separations may return to higher, pre-recession levels.

* Indicates location has a medical center

Separation rates for occupational subgroups generally follow historical trends, with laboratory separations, social sciences, and sciences ranking highest.

WP 8.4: Staff Workforce Occupational Subcategories with Above-Average (9.2%) Separation Rates
Fiscal Year 2014 - 2015, Career Staff Only



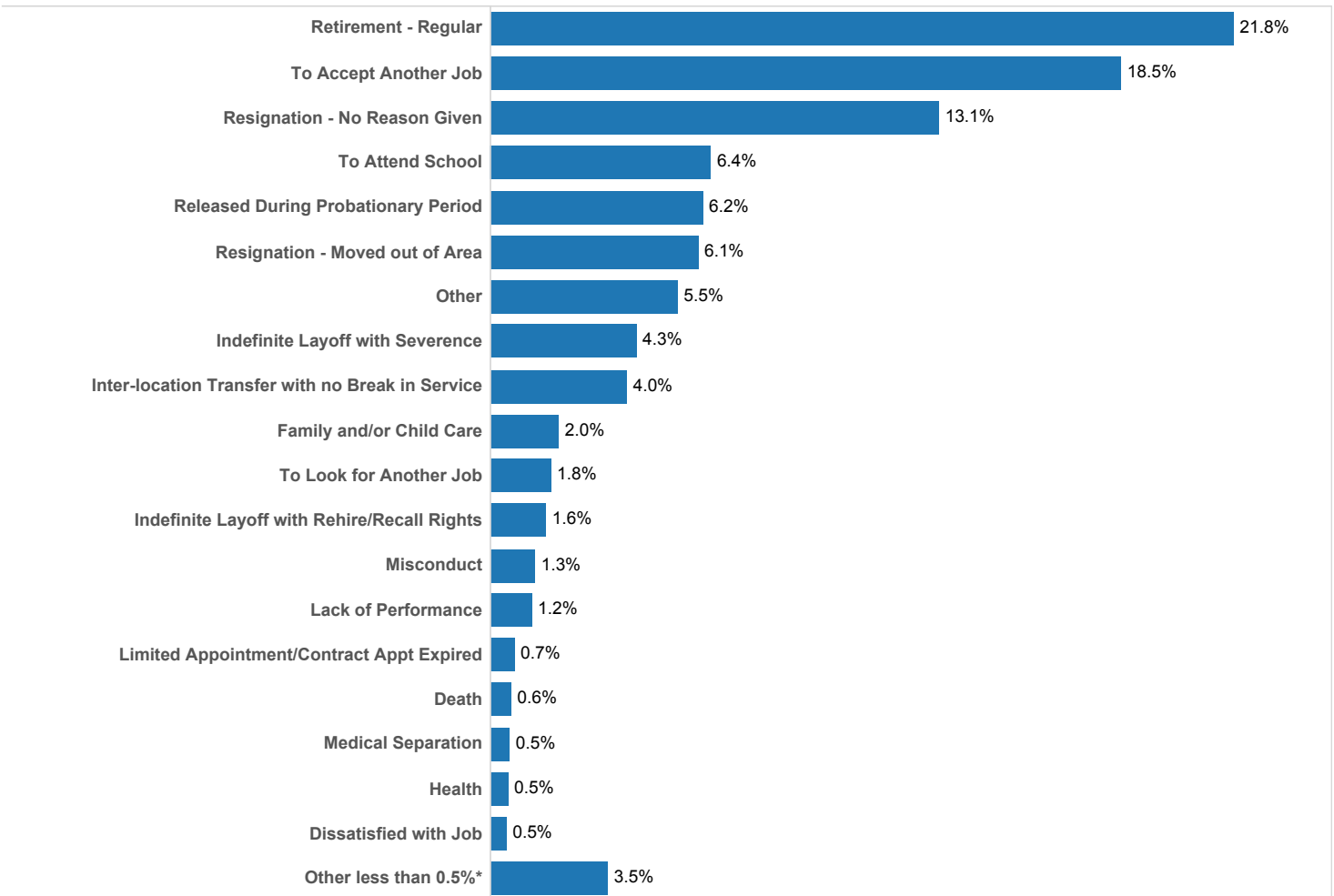
WP 8.4 displays the separation rate for occupational subgroups with separation rates above the 9.2% Universitywide separation rate. The orange bars show the number of separations in the individual occupational subcategory. For example in the Clerical (B15) subcategory, 1,176 employees separated – 10.5% of the total headcount in that occupational subcategory. The Laboratory and Allied Services (I20) separation rate continues to be very high at 21.7%. This rate of separation is to be expected as this occupational subcategory is typically funded with temporary dollars from grants and contracts.

Note: Includes only occupational subgroups with at least 100 incumbents and if the subgroup separation rate is higher than the 2014-15 universitywide separation rate of 9.2% for all occupational subcategories.

Reasons for employee separations should be examined to inform workforce action planning. In 2014-15, more than one out of five Career separations was due to retirement.

WP 8.5: Reasons for Separation

Fiscal Year 2014-15, Career Staff Only



An important step in workforce planning involves the examination of the reasons for employee separations, so that efforts can be directed toward addressing those reasons. Separations may be voluntary or involuntary, but all separations will impact UC's workforce and resources to some degree. In 2015, nearly half of the career employee separations were due to retirement (21.8%) or to look for other job opportunities** (24.8%), both of which have an impact on workforce readiness.

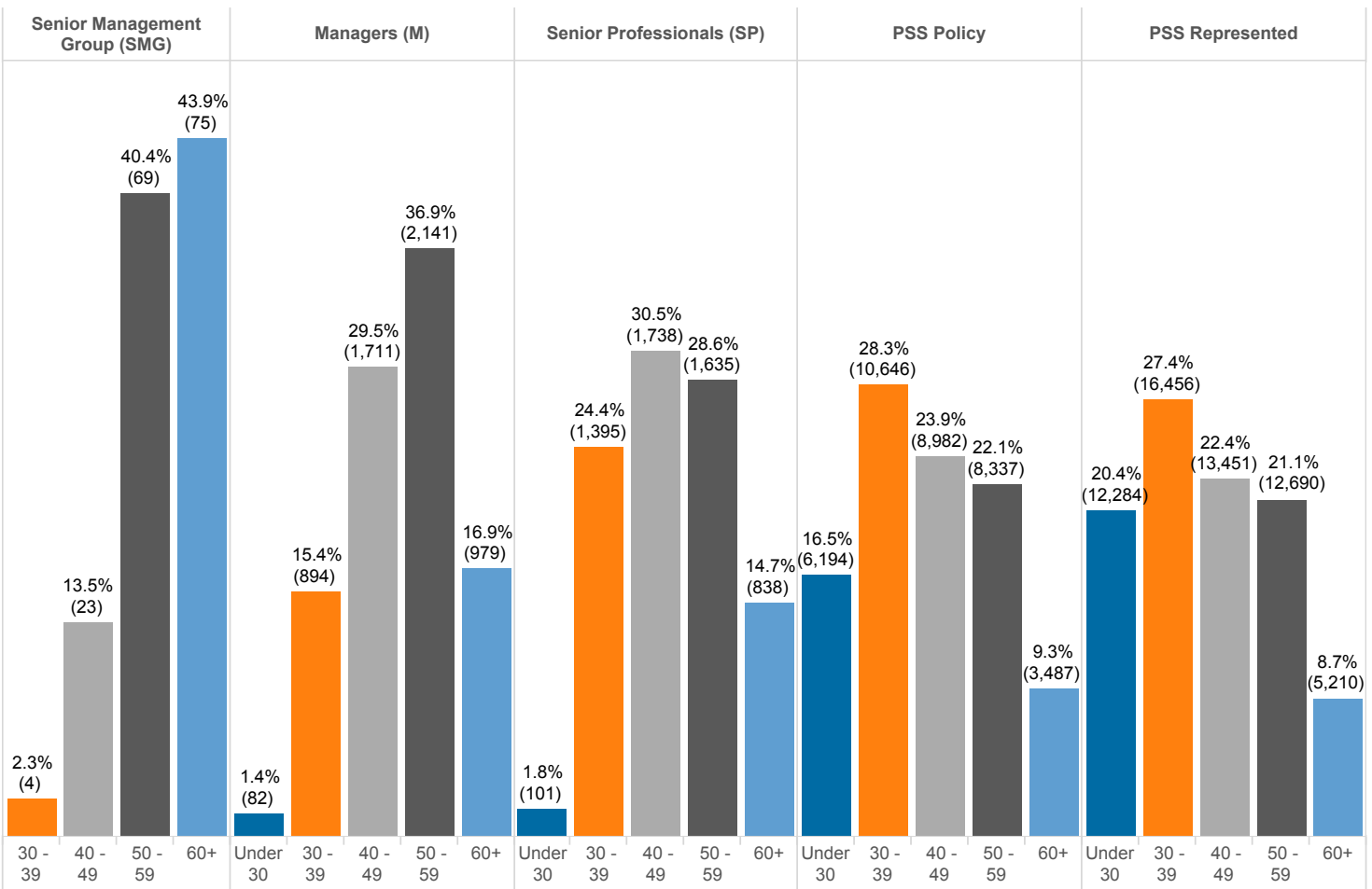
UC can respond to workforce churn by prioritizing operational resources required to replace employees, and by conducting workforce planning to identify UC's future needs. Succession pipelines, training and development, and internal mobility initiatives can protect against loss of institutional knowledge, increased recruitment activity, and can align UC's workforce to its future needs.

* All separation reasons making up less than 0.5% individually were grouped together.

** Includes the following reasons for separation: To Accept Another Job, Inter-Location Transfer With No Break In Service, To Look For Another Job, and Self-Employment.

PART 4. STAFF DEMOGRAPHICS

WP 9.1: Age Distribution of Staff Workforce by Personnel Program October 2015, All Appointment Types Except Casual/Restricted (Students)



While the average age of UC employees has remained the same since 2004, the distribution of age in the workforce has changed since 2004.

WP 9.2: Age Distribution of Staff Workforce October 2004 and 2015, All Appointment Types Except Casual/Restricted (Students)

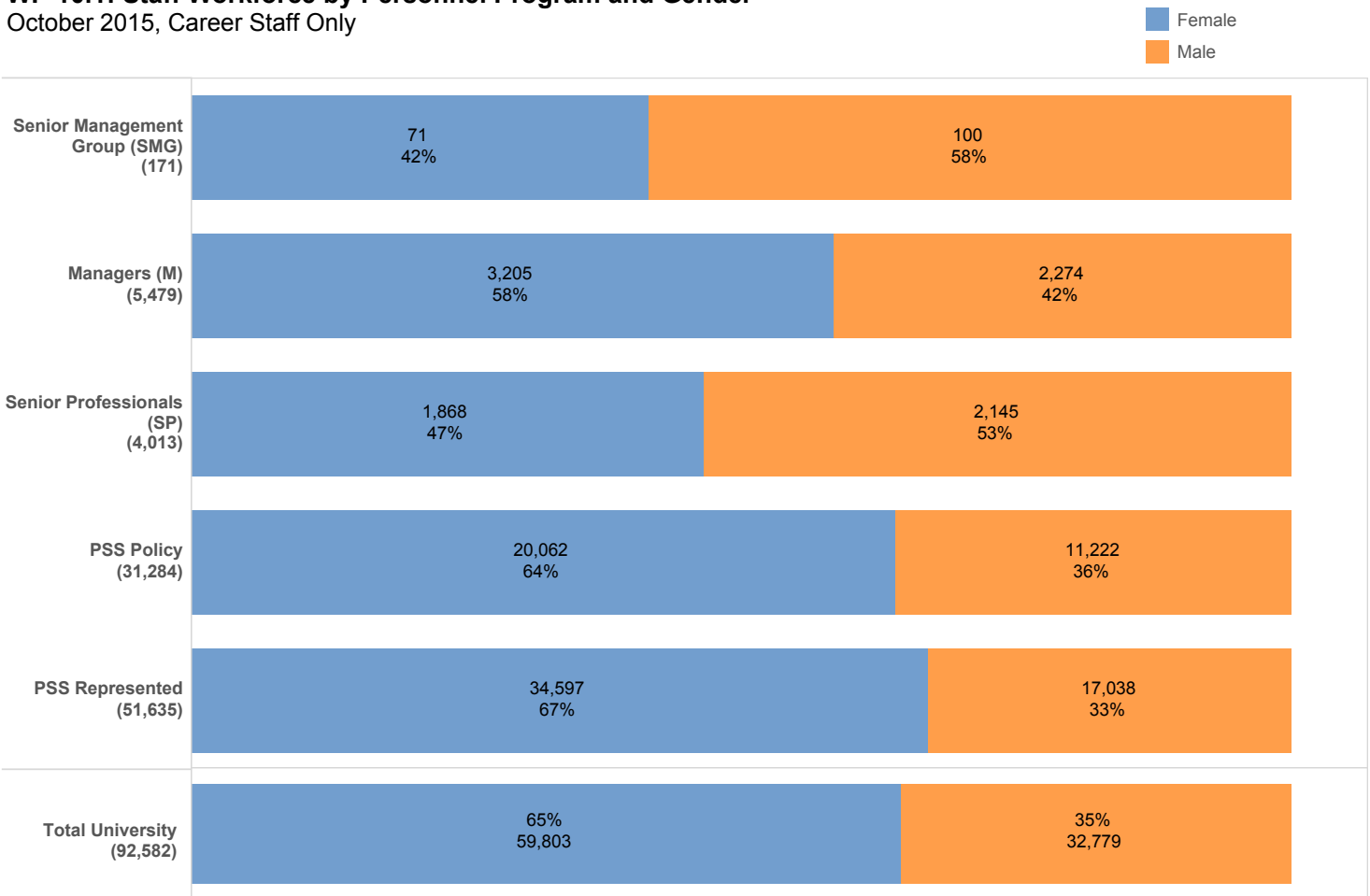
	2004 Headcount	% of Total	2015 Headcount	% of Total
Under 30	16,620	18%	18,661	17%
30-39	21,496	24%	29,395	27%
40-49	24,865	28%	25,905	24%
50-59	21,781	24%	24,872	23%
60+	5,084	6%	10,589	10%
Total	89,846	100%	109,422	100%

The UC staff workforce spans generations. The vast majority (approximately 99%) of the Casual/Restricted workforce is under 30 years of age—which is expected as these appointments are open only to UC students. Seventy-three percent (73%) of the staff workforce is between 30 and 59 years of age. Headcount in the 60+ range is noticeably lower than other age brackets, primarily because the average retirement age is 60 (see Key Finding 3).

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 nearly double in size.

The majority of the Career staff workforce is female (65%). Most of the female workforce (91%) is in the PSS personnel program (54,659).

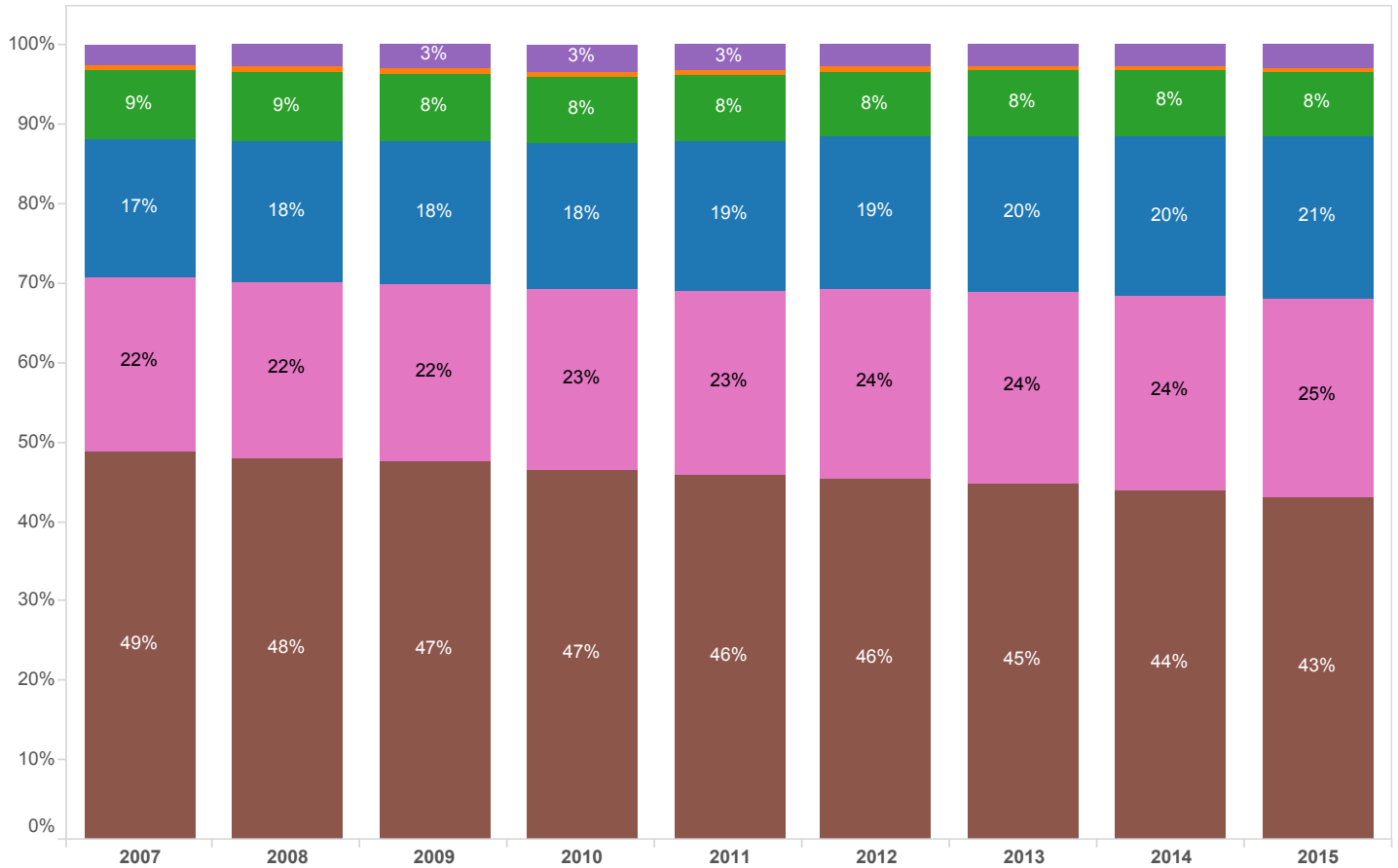
WP 10.1: Staff Workforce by Personnel Program and Gender
 October 2015, Career Staff Only



While overall representation of female employees at UC is high, female representation continues to remain lower in the most senior ranks of the workforce than in the other personnel programs. In the Manager (M) personnel program, there is a greater number of females (58%) than males (42%). In the SP program, there are fewer females (47%) than males (53%). Finally, in the SMG program, there are more males than females (58% to 42%).

The proportion of nonwhite staff has grown at all staffing levels; however, over the past 9 years, the proportion of nonwhite staff remains lower in more senior positions than it does in the rest of the workforce.

WP 11.1: Staff Workforce by Race/Ethnicity
October 2015, Universitywide, Career Staff Only



- Two or More/Other/Unknown
- American Indian
- Black
- Hispanic
- Asian & Native Hawaiian
- White

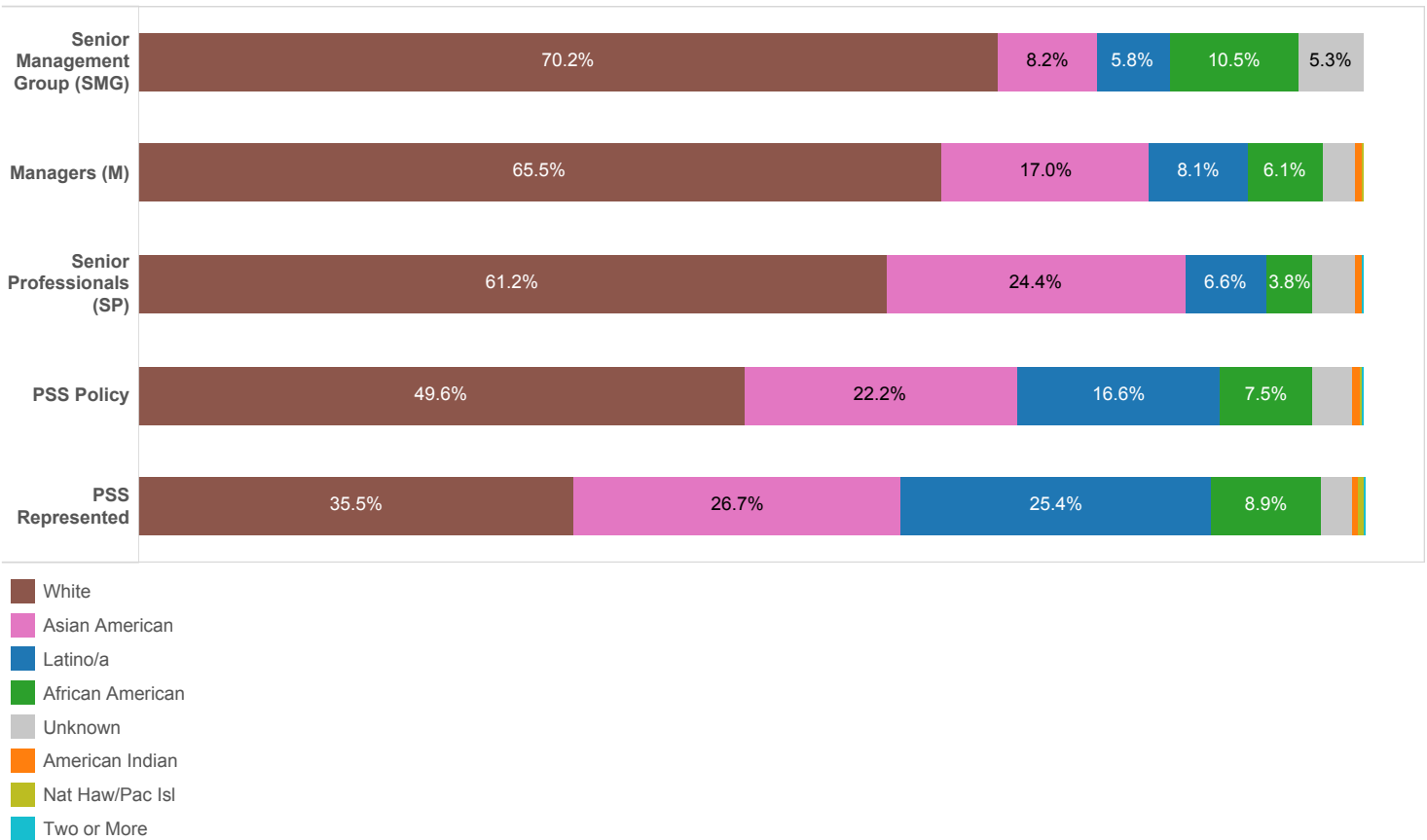
The University has made a concerted effort to increase employee diversity. While some racial/ethnic groups have become better represented over time, there is still work to be done. The University is on the path of fulfilling the goal of building a workforce that reflects the diversity of California, as embodied in the University of California Diversity Statement.*

* University of California Diversity Statement: policy.ucop.edu/doc/4000375/Diversity.

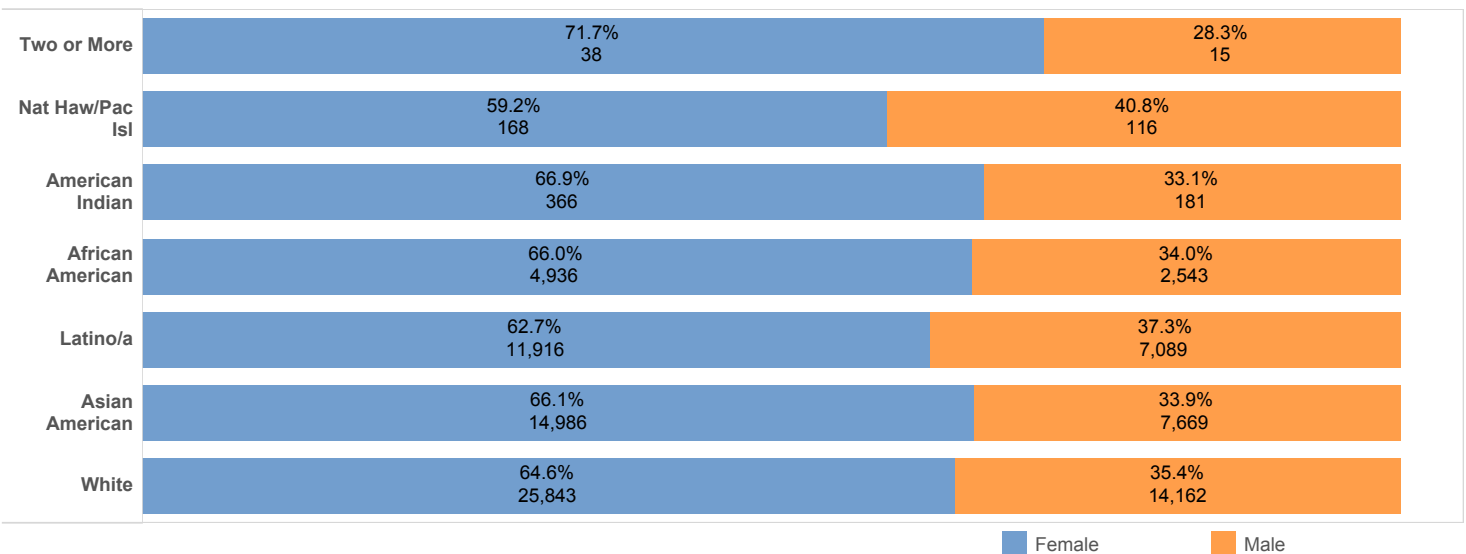
		2007	2008	2009	2010	2011	2012	2013	2014	2015
Two or More/Other/Unknown	% of Total	2.4%	2.7%	2.9%	3.4%	3.2%	2.7%	2.6%	2.6%	2.8%
	Count	2,004	2,305	2,496	2,861	2,709	2,348	2,317	2,372	2,607
American Indian	% of Total	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.5%	0.6%
	Count	542	545	530	510	498	498	493	496	547
Black	% of Total	8.8%	8.6%	8.4%	8.3%	8.3%	8.2%	8.2%	8.2%	8.1%
	Count	7,349	7,411	7,240	7,031	7,086	7,170	7,230	7,378	7,480
Hispanic	% of Total	17.4%	17.7%	18.0%	18.3%	18.8%	19.2%	19.7%	20.2%	20.5%
	Count	14,571	15,182	15,482	15,602	16,108	16,748	17,298	18,275	19,005
Asian & Native Hawaiian	% of Total	21.8%	22.3%	22.5%	22.9%	23.4%	23.7%	24.0%	24.4%	24.8%
	Count	18,246	19,087	19,286	19,500	20,078	20,655	21,092	22,009	22,939
White	% of Total	49.0%	48.0%	47.5%	46.5%	45.8%	45.5%	44.9%	44.1%	43.2%
	Count	40,969	41,175	40,741	39,590	39,353	39,635	39,449	39,793	40,004

The PSS personnel program is more racially/ethnically diverse than the SMG, M, or SP programs. In each race/ethnic category, women comprise a majority of the workforce, outnumbering men by nearly 2:1.

WP 11.2: Composition of Staff by Race/Ethnicity and Personnel Program
October 2015, Career Staff Only



WP 11.3: Breakdown of Staff by Race/Ethnicity* and Gender
Universitywide, October 2015, All appointment types

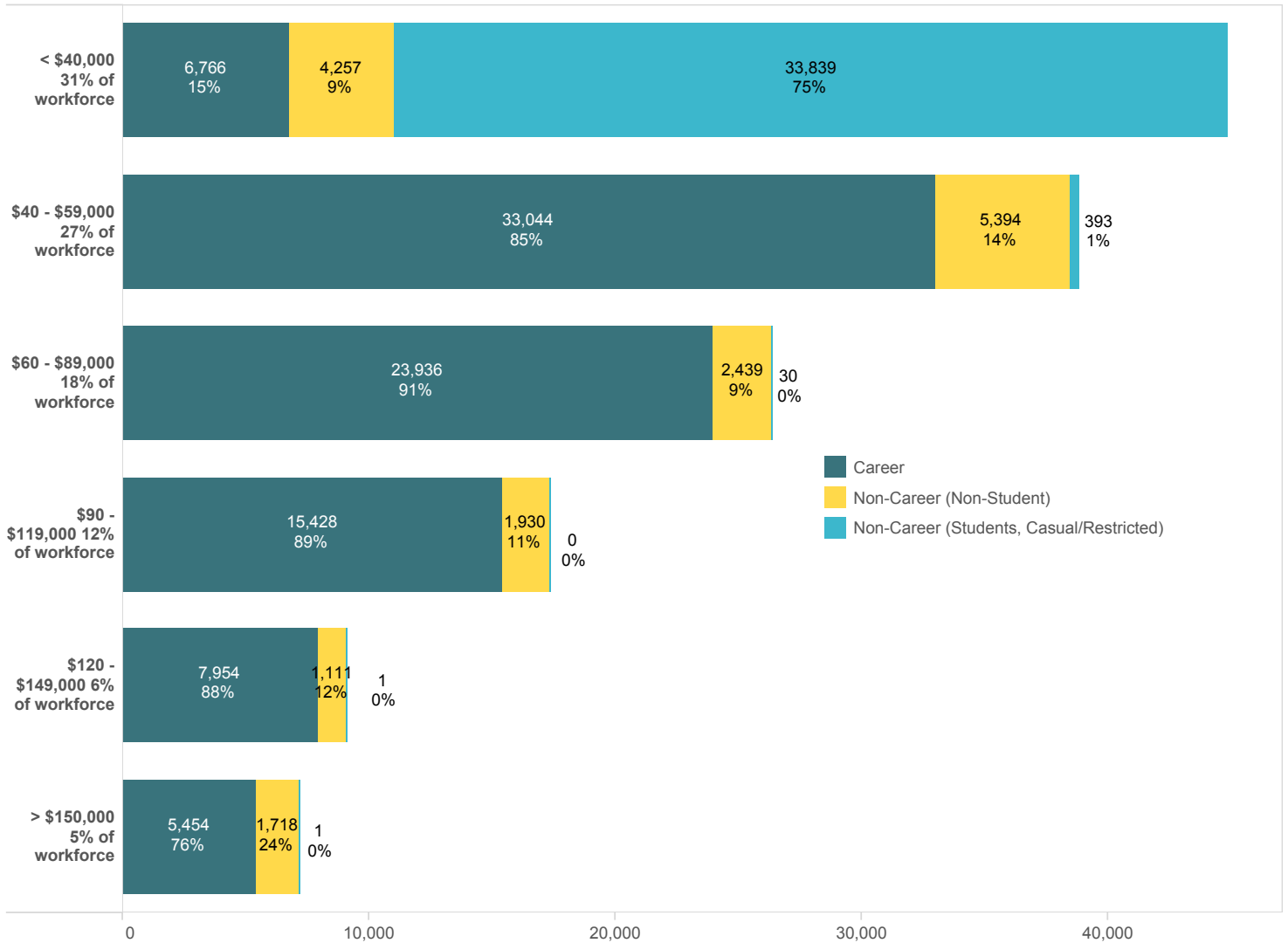


Looking at the UC workforce as a whole, females are highly represented in each all race/ethnic categories. Females outnumber males in each race/ethnicity subgroup. The race/ethnicity group with the least amount of females represented (59.2%) is Native Hawaiian/Pacific Islander.

* Staff with Other/Unknown Race/Ethnicity are not included in WP 11.3

PART 5. COMPENSATION AND BENEFITS

WP 12.1: Staff Workforce Distribution of Annualized Salary Rates October 2015, All Appointment Types



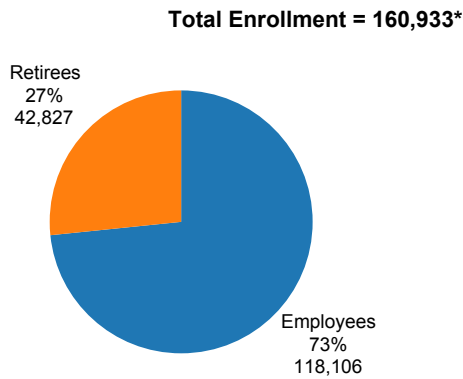
Most UC staff employees with an annualized salary rate of less than \$40,000 are Non-Career staff, primarily students.

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 2015 was \$78,535 – a 3% increase over the 2014 average. About half of Career staff have an annualized salary rate of \$60,000 and over.

Note: 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.

WP 13.1: Medical Plan Coverage

October 2015, Headcount of Staff, Academic Appointees, LBNL Personnel, and Retirees

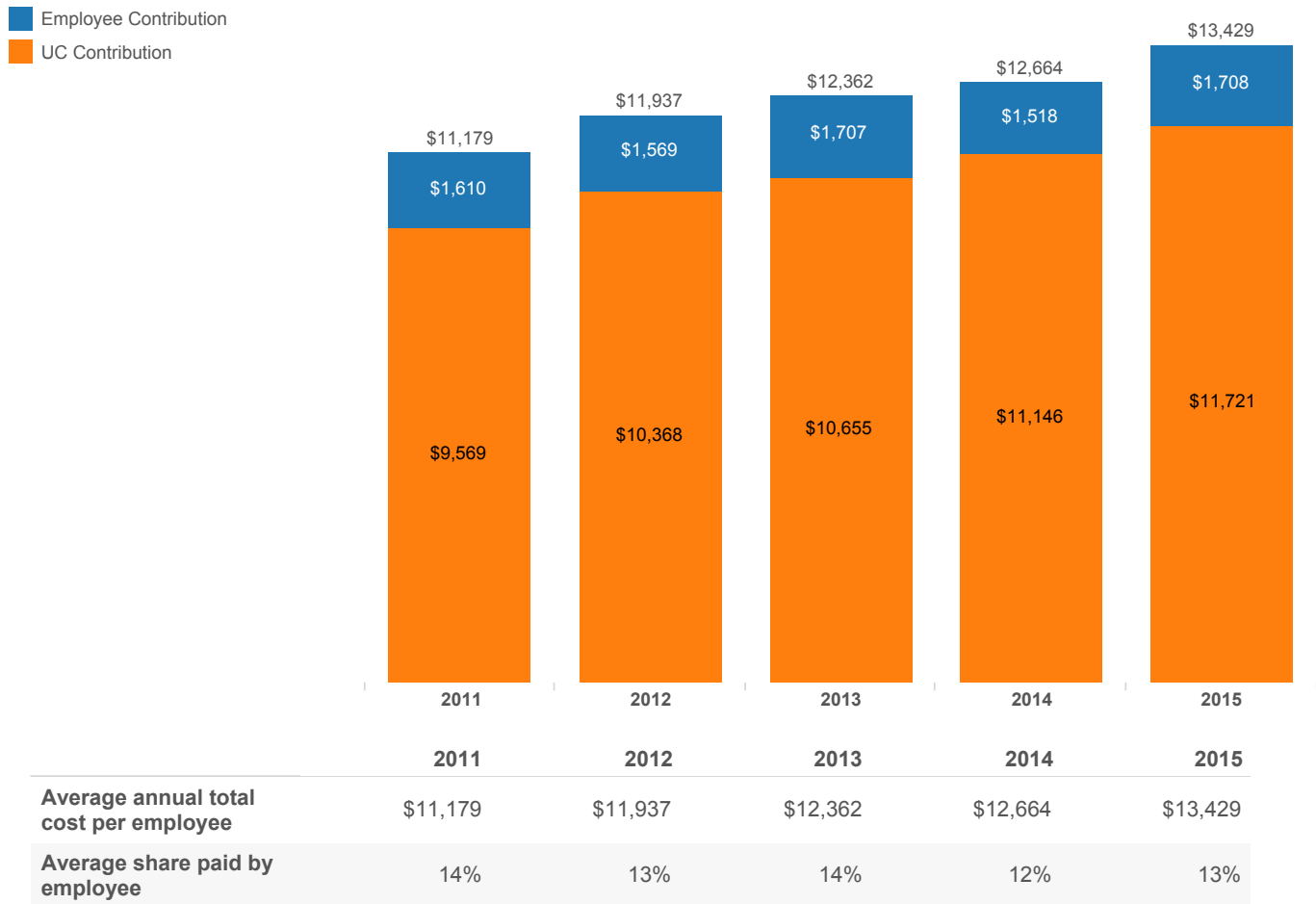


The number of employees and retirees enrolled in a UC medical plan is approximately 2.7 percent higher than 2014 enrollment.

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

WP 13.2: Medical Plan Coverage Per Capita Costs

October 2015, Staff and Academic Appointees*



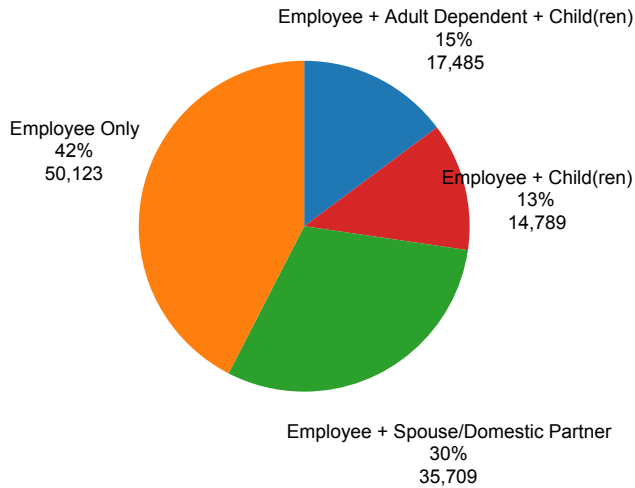
The average cost of providing medical plan coverage continues to increase, with the total cost per employee rising to \$13,429 in 2014-15. Since 2010-11, the average total medical plan coverage cost has increased by 20%. During this time the University's contribution, on average, has varied between 85-88% of the total premium cost per employee.

** Excludes LBNL personnel and retirees.*

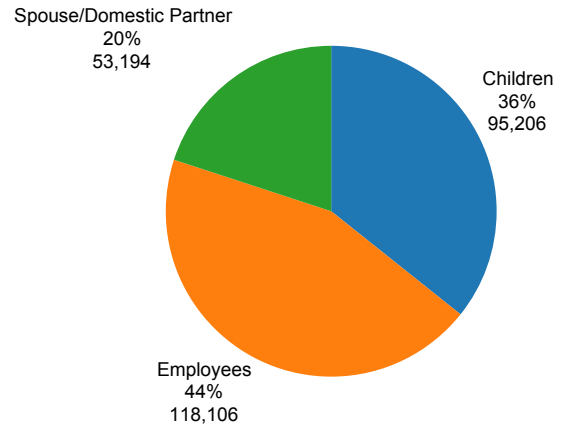
WP 13.3: Medical Plan Enrollment Statistics

October 2015, Headcount, Active Members Only

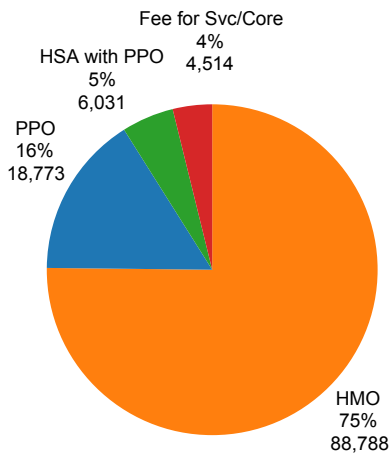
By Coverage Category



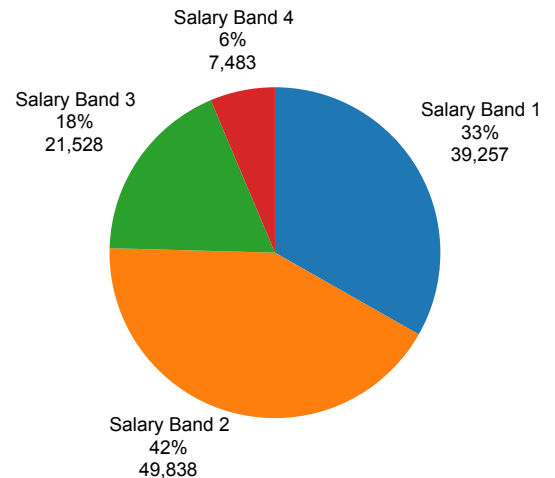
By Dependent Type



By Medical Plan Type*



By Salary Band



The University's medical program provides coverage for approximately 118,000 employees and 43,000 retirees. 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 2015, employees were 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 proportionally based on annual salary. As noted above, there are four salary bands with most employees in the two lowest premium. The pay band structure is reviewed annually and re-indexed to keep up with changes in the California Consumer Price Index (CPI).

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

WP 13.4: Other University Paid Health Plan Enrollments

October 2015, Staff, Academic Appointees, LBNL Personnel and Retirees - not including employee family members



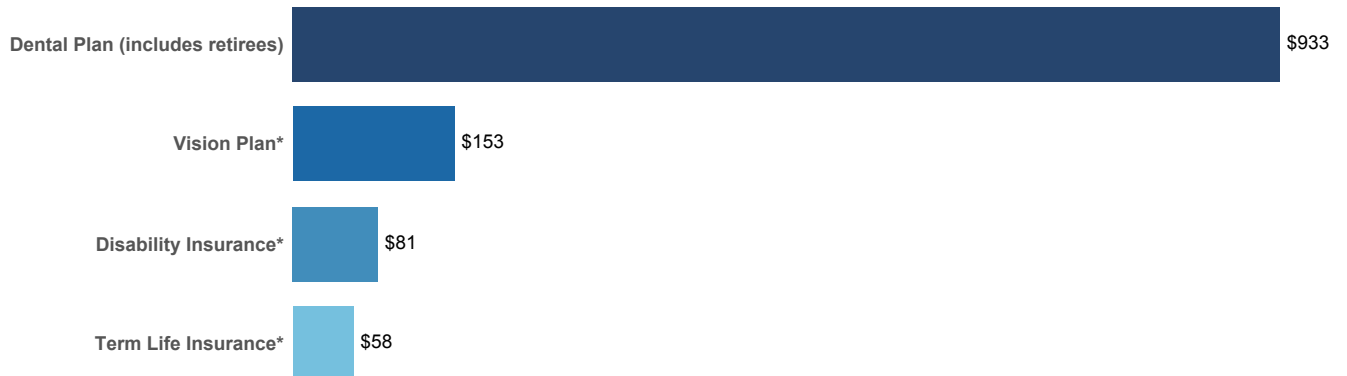
Enrollments in all plans have increased by approximately 2.5% or more from 2014.

WP 13.5: Average Annual UC Contribution for Health and Welfare Benefits (excluding Medical)

October 2015, Staff, Academic Appointees, LBNL Personnel, and Retirees

2015 Total University Contribution: \$1,225

Employee/Retiree Contribution: \$0

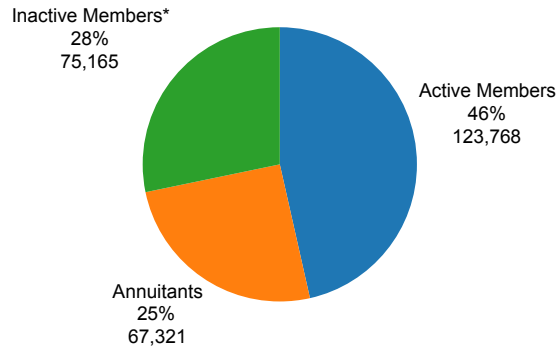


The university's annual average contribution for non-medical benefits remained approximately the same as the previous year (\$1,236).

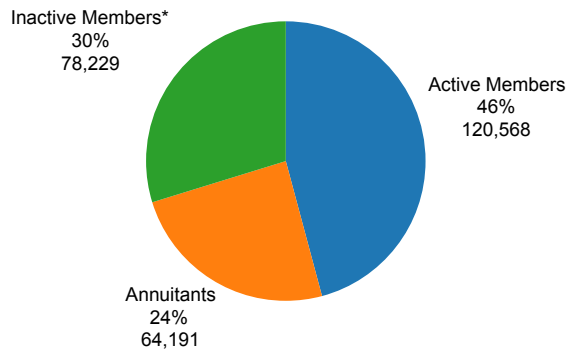
* UC-paid vision, disability, and term life insurance are not continued into retirement. Retirees may continue vision coverage but must pay full cost.

WP 14.1: University of California Retirement Plan (UCRP) Membership
2013-14 and 2014-15, Staff, Academic Appointees, LBNL Personnel, and Annuitants

Fiscal Year 2014-2015
Total Membership = 266,254



Fiscal Year 2013-2014
Total Membership = 262,988



Membership in UCRP increased by 1.2% from 262,988 in 2013-14 to 266,254 in 2014-15. Approximately half of the membership in UCRP is made of active members, while the remaining portion tends to be evenly split between annuitants and inactive members.

* 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.

WP 14.2: UC Retirement Plan (UCRP) Membership
2014-15, All Staff and LBNL Personnel

Average Retirement Age

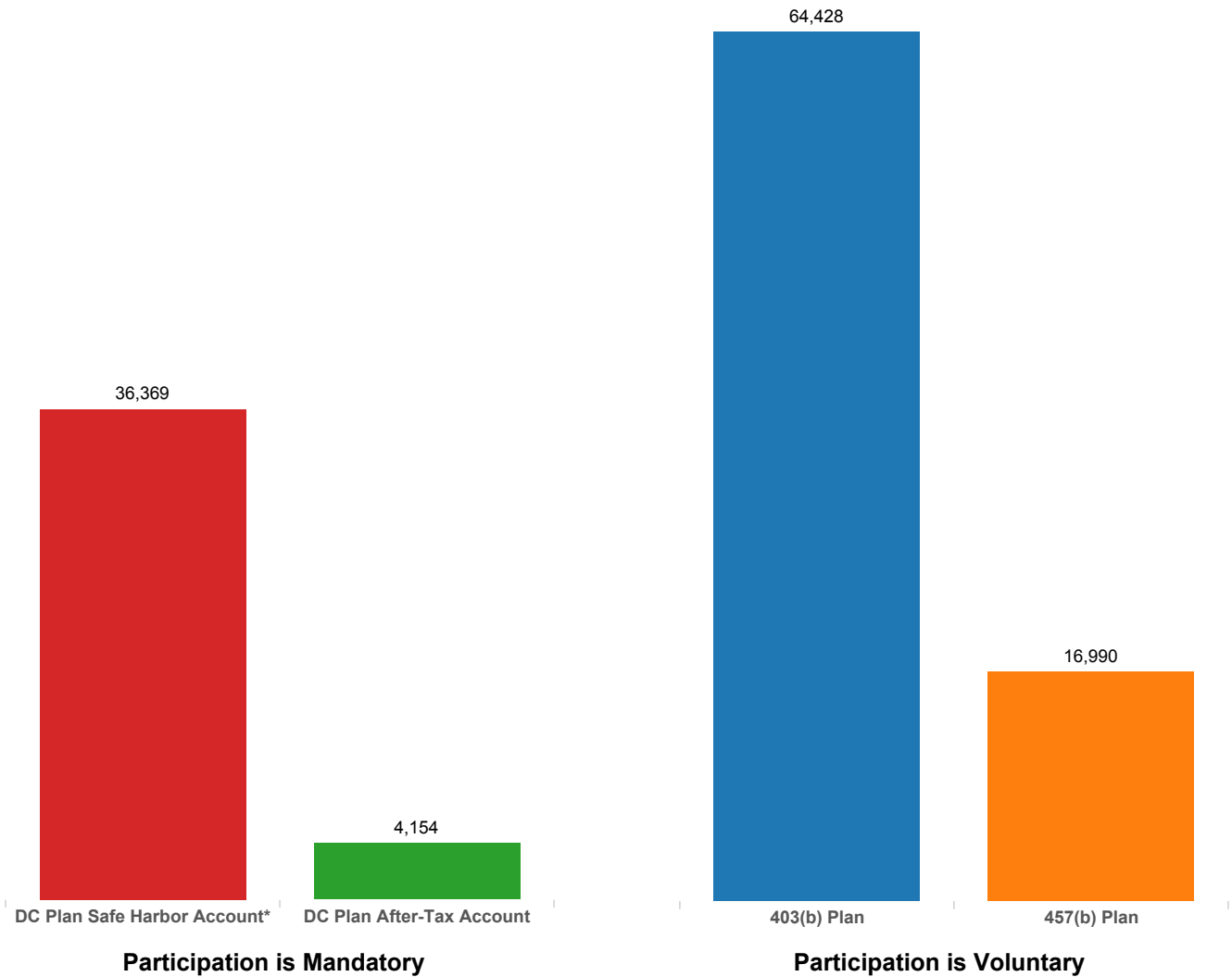


Average Years of Service Credit at Retirement



Looking back historically to 1990, staff employees retired at an average age of 62 with an average of 14 years of UCRP service credit. As of FY 2014-15, staff are now retiring at earlier, at age 60, but they tend to have more years of UCRP service credit upon retirement. 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. See Key Finding 3 for additional detail.

WP 14.3: Active Participants in UC Tax-Deferred 403(b), 457(b) and Defined Contribution Plans
 2014-15, All Staff, Academic Appointees, LBNL Personnel, and Annuitants



Participation in the University’s voluntary savings plans has been on a growth trajectory. In 1990, fewer than 27,000 employees, made voluntary contributions to one of UC’s two Defined Contribution (DC) plans. By Fiscal Year 2014-15, participation grew to 81,418—tripling the number of active participants over this period.

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

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.

PART 6. APPENDICES

APPENDIX A: GLOSSARY

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 effort at 50% 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 see Student Employee.

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.

CPS (UC Corporate Personnel System): A reporting system with demographic, personnel, and pay activity data on employees. More information can be found at <http://data.ucop.edu/subject-area/corporate-personnel.html>.

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.

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

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

Fiscal Year: July 1 through June 30.

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.

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 Savings Plan (HSP): The HSP is a High-Deductible Health Plan (HDHP) with a Health Savings Account (HSA). An HDHP is a health insurance plan with lower premiums and higher deductibles than a traditional health plan. A health savings account (HSA) is a tax-advantaged medical savings account available to taxpayers in the United States who are enrolled in a high-deductible health plan (HDHP). The funds contributed to an account are not subject to federal income tax at the time of deposit. Both the employer and the employee may contribute to the account up to a limit set by the IRS. The unused funds roll over and the HSA is fully portable.

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.

Separation 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 separation calculation.

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 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.

Staff Workforce: For purposes of this report, non-academic employees (including management) at all locations are included (except Lawrence Berkeley National Lab (LBNL), 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 exclusively in these positions are considered student employees.

UC: University of California.

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 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.

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.

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

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

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.

APPENDIX B: 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