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Office of the President

TO THE MEMBERS OF THE COMMITTEES ON LONG RANGE PLANNING AND COMPENSATION:

DISCUSSION ITEM

For the Meeting of January 19, 2011 ***POWERPOINT PRESENTATION***

BIENNIAL ACCOUNTABILITY SUB-REPORT ON STAFF

This presentation by the Office of the President is part of the series of reports that has been established in order to:

- review key areas of the accountability framework in more detail;
- discuss strategic choices that need to be made for the University's future in those areas;
- inform the Board's deliberations about important policy and budget questions; and
- achieve a richer understanding of UC as a system and of campus distinctiveness.

The many and continuous achievements of the University's faculty often have been presented to the Regents. Likewise issues and challenges facing our students have been publicly presented. The Accountability Framework provides for the first time the opportunity to highlight, through the Biennial Accountability Sub-Report on Staff, the contributions made by the staff workforce. Vice President of Human Resources, Dwaine B. Duckett and Executive Director Randolph R, Scott, Talent Management and Staff Development will make today's presentation.

This first accountability sub-report on staff describes the composition of the workforce, and some of the contributions to the UC mission being made by staff in working for faculty, students and the people of California. Several key human capital/human resources issues will also be raised, as well as areas for future opportunity and investment: challenges that will set a benchmark for measuring progress in future accountability sub-reports.

To provide the committees with advance material prior to the presentation a report was written and is attached. Given the time constraints of today's meeting, a limited number of demographic slides will be presented in order to focus on the areas of opportunity and investment:

- Staff salary programs,
- Performance management,
- Human capital/human resources management tool,
- Leadership development, and
- Talent management framework,

These areas of opportunity and investment are the short term objectives of a broader UC Human Resources Strategy.

There are supplemental online resources that can be reviewed in advance of this presentation:

The Staff Workforce Profile – 2010:
http://atyourservice.ucop.edu/forms_pubs/misc/workforce_profile_2009.pdf

Statistical Summary and Data on UC Students, Faculty and Staff
http://www.ucop.edu/ucophome/uwnews/stat/

Personnel Policies for Staff Members:
http://atyourservice.ucop.edu/employees/policies_employee_labor_relations/personnel_policies/index.html

The UC Accountability Framework Staff Profile chapter (May 2010):
http://www.universityofcalifornia.edu/accountability/report.html

The Annual Accountability Sub-Report on Diversity Staff Chapter
http://www.universityofcalifornia.edu/accountability/report.html

Report on Employee Total Compensation (October 2009)
http://www.universityofcalifornia.edu/news/compensation/comparisons.html

(Attachment - below)

U N I V E R S I T Y O F C A L I F O R N I A

Staff Biennial Accountability Sub-Report

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ACCOUNTABILITY SUB- REPORT EXTRACT

The goal of this Sub-Report Extract is to summarize the most important messages contained in the full report, namely*:*

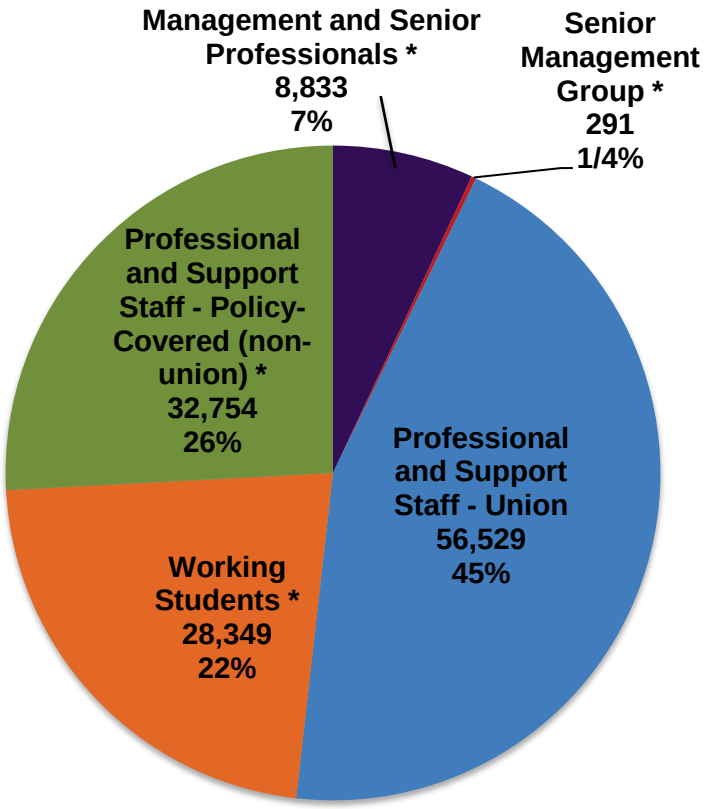
- *UC is a great University because of its people and the vast majority of UC's people are staff.*
- *UC must address the serious issue of competitive Staff compensation which impacts employee and labor relations.*
- *UC trends in retirement and age demographics will trigger recruitment and retention challenges as the labor market improves.*
- *UC is working proactively to address current and long term workforce issues and trends with State funding being an essential component to future Staff recruitment and retention success.*
- *UC quality and mission capability will be compromised, if we are not attentive to Staff issues.*

REPORT SECTION I: SIZE AND COMPOSITION

To put the Sub-Report demographic data into context, the State of California boasts of being the 8th largest economy in the world; among the many industries and employers that make up that economy, the University of California is the 2nd largest California employer after the State itself. The October 2009 snapshot of the University's staff workforce shows a headcount of ~126,800 employees, including student employees, working at the 10 UC campuses, five medical centers, the Office of the President (UCOP) and the Division of Agriculture and Natural Resources (ANR), The total Full-Time Equivalent (FTE[1]) of staff is significantly less ~ 94,100 – indicating that the staff workforce includes a large number of part-time employees, the majority of whom are students working in staff titles. Another ~2,700 staff (~2,500 FTE) work at the Lawrence Berkeley National Laboratory, and approximately 500 employees work at Hastings College of Law, bringing the total staff workforce to nearly 130,000. This count does not include the hundreds of others making voluntary contributions to UC such as staff retirees.

[1] FTE represents an employee's percentage of appointment, as reflected in payroll records of base pay at the time of the snapshot. A full-time appointment is 1.00 FTE; a half-time appointment is 0.5 FTE, etc. The FTE figures here do not reflect reductions in time that were taken as a result of the University's furlough program.

Staff Composition - 126,756
Policy-Covered (non-union) Staff * – 70,227 (55%)
Represented Staff – 56,529 (45%)



POLICY-COVERED (non-union) STAFF

UC employees who are not in a union are governed by UC personnel policies in one of three Staff groups:

- Senior Management Group (SMG),
- Management and Senior Professionals (MSP),
- Professional Support Staff (PSS)

Personnel policies for each group delineate the general employment relationship between the employee and the University. An employee's position is classified based on the nature of work, the reporting relationship, the degree of independent decision-making, accountability, the responsibility for decisions and the depth and breadth of specialized knowledge required to perform the job.

Union Represented Staff

There are ~ 56,500 staff employees in a union (i.e., exclusively represented employees). Through the collective bargaining process the unions and the University determine the terms and conditions of employment. There are eight systemwide bargaining units representing staff employees.

Additionally, each campus (except for Davis) has local skilled craft unions and Berkeley has a local printing trades union. The systemwide International Association of Fire Fighters requested to become two separate local bargaining units, at Davis and Santa Cruz, which will be effective in 2011.

STAFF OCCUPATIONAL MIX

The staff workforce provides a very large array of services for the University in a wide variety of occupations. There are 11 major occupational categories which create the overarching classification structure for identifying staff titles. In 2009, 28% of the UC staff workforce was employed in a job related to health care. Historical demographics show a steady employment increase in this occupational group. In the past 10 years, the number of staff in health care occupations has increased by nearly 50%, from ~16,700 employees to ~24,400 employees. Meanwhile, during this same time period, total operating expenditures in the medical centers have more than doubled, reflecting a large expansion in size and scope of the teaching hospital component of the University mission.

The second largest occupational group, Fiscal, Management and Staff Services includes the computer programming positions, analysts and management service officers - also has increased steadily in the last 10 years.

Clerical jobs experienced the opposite pattern: in 1990, 33% of University staff had a clerical-related job and 10 years later it dropped to 22%, by 2009 staff in clerical-related jobs dropped to 15% of the staff workforce.

STAFF DIVERSITY

An aspect integral to achieving and maintaining the University's staff talent pool is diversity. Over the years there has been a gradual trend of increasing employment of minority staff, such that in the last two years minority status became the plurality. In 2000, there were almost 11% more whites than minorities but, by 2007, the proportion of minority to white employees was nearly equal and by 2008 minorities became the larger group.

REPORT SECTION II: STAFF MISSION CONTRIBUTIONS

Section II of the Sub-Report moves away from size and composition to describe some of the many contributions made by staff – from both systemwide and local perspectives. In the past several years the workforce helped the University weather the budgetary crisis by making financial sacrifices. A number of special programs affecting staff, both involuntary and voluntary, were implemented.

Another dimension of staff contributions are seen in their involvement in activities, both on the campus and in the surrounding community. Campus news articles call out a multitude of examples demonstrating a wide variety of contributions by staff employees that align with the University's mission of teaching, research and public service. This section of the Sub-Report relies on information gathered from local Human Resources administrators. Narratives from participating locations are included in this section of the Sub-Report.

REPORT SECTION III: HUMAN RESOURCES STRATEGIC PLAN

In response to the issues and challenges raised by the locations and facing the University, Human Resources developed an HR Strategic Plan. The Sub-Report includes the strategic themes, missions and strategies for eight functional areas.

REPORT SECTION IV: AREAS OF OPPORTUNITY FOR INVESTMENT

Several challenges and issues are immediately ahead which will need to be addressed if the University is to maintain quality staff for achieving mission excellence. This moment may also provide the University with a window of opportunity for preparation and action that will enhance its mission capability for service to the people of California.

The areas of opportunity are shown in the following chart. Progress will be reported in the next biennial Sub-Report.

Immediate HR Strategies and Metrics

	STRATEGIES	METRICS
Staff Salary Program	• Design and propose for approval a market-based compensation philosophy • Develop a framework for evaluating and rewarding pay for performance	• Implement a multi-year staff salary program • Close the market gap for key employee groups
Performance Management	• Align performance management process with Staff Development strategies • Define processes for career management	• Correlate rewards and performance • Implement career management process
Technology	• Leverage Human Capital Management systems	• Implement Systemwide HR applications
Leadership Development	• Align Leadership and Management Development programs with UC Competency model • Leverage training resources through UC Learning and Development consortium	• Implement Leadership program • Measure Consortium savings and efficiencies
Talent Management	• Develop knowledge transfer processes within a succession planning framework • Leverage recruitment acquisition and sourcing services	• Pilot knowledge transfer and succession planning processes • Improve analytics for workforce planning

REPORT CONCLUSION

A key area of preparation for economic recovery is the critical path need for competitive pay for most staff workforce segments. As shown in this report, without a direct and immediate remedy of this issue, other efforts of preparation and subsequent success will be limited in outcome. As the employment market improves, compensation pressures will significantly increase. To date, UC has held the competitive edge for both recruitment and retention due to its benefits offerings. However, the University's response to recent budget reductions by the State of California has had an impact on employee engagement and morale.

Another dynamic will also have a direct impact on the University's capability to be ready for improved economic times: the University is engaged in two employment sectors that have continued to experience job growth despite the "Great Recession ". These sectors are at the core of the University mission namely: **Education and Healthcare.** A key recruitment and retention factor of the University for Staff employees was the stability of the University work environment as evidenced by its benefit programs and sustained funding from the State. The current economic times have challenged all those assumptions and redefined in some measure the employee value proposition within the University. The full impact of this value shift is not known at this time, but will require close scrutiny as the job market improves and strengthens.

UNIVERSITY of CALIFORNIA
2010 STAFF ACCOUNTABILITY SUB-REPORT

INTRODUCTION

Enabling the University of California to achieve its tripartite mission of teaching, research and public service are more than 130,000 staff employees – a population equivalent to a medium size California city. This first accountability Sub-Report on staff describes the composition of this segment of the UC workforce, the breadth of occupations, and some of the staff contributions to the UC mission through their work for faculty, students and the people of California. Several key Human Capital/Human Resources issues will also be raised, as well as areas for future opportunity and investment. These challenges will set a benchmark for measuring progress in future Staff Accountability Sub-Reports.

To help tell this story of the UC staff workforce, brief narratives were solicited from the campuses, medical centers and Lawrence Berkeley National Laboratory. A similar solicitation for a narrative was made of the union leadership. They choose not to provide a narrative for their respective union for this report. The narratives from participating locations are included in Section II of this Sub-Report.

The data for this Sub-Report is generated from the University's Corporate Personnel System, October 2009 file. Since it does not have much seasonal variation, the October file was selected in order to most accurately and consistently benchmark to statistics in the annual University Statistical Summary and to the historical data in the Staff Workforce Profile editions. Selected charts contained in this report will be updated during 2011. As of the writing of this report, October 2010 data is unavailable. Many of the charts and graphs in this report are taken from the University of California 2009 STAFF Workforce Profile, posted at:

http://atyourservice.ucop.edu/forms_pubs/misc/workforce_profile_2009.pdf

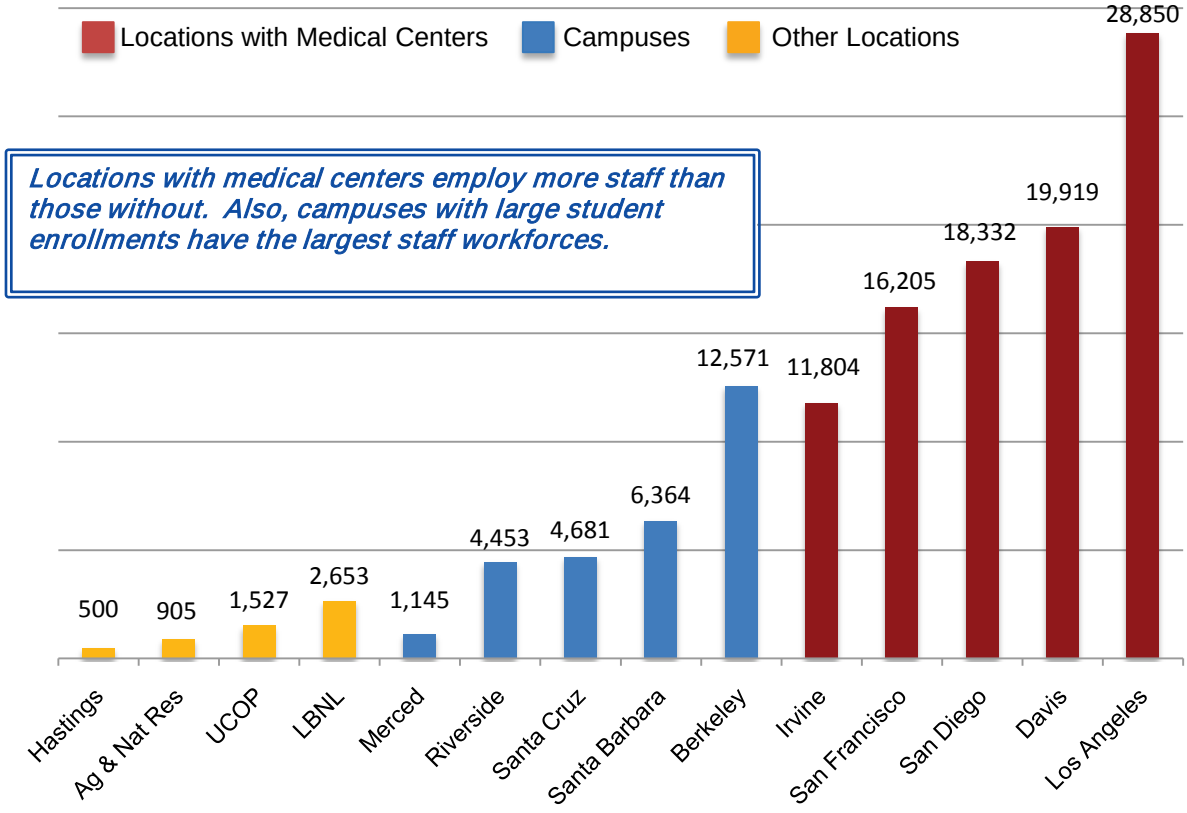
In addition, historical data has been taken from the Statistical Summary and Data on UC Students, Faculty and Staff , posted at: http://www.ucop.edu/ucophome/uwnews/stat/

SECTION I: SIZE AND COMPOSITION

To put the following demographic data into context, the State of California boasts of being the 8th largest world economy in the world; among the many industries and employers that make up that economy, the University of California is the 2nd largest California employer after the State itself. The October 2009 snapshot of the University's staff workforce shows a headcount of ~126,800 employees, including student employees, working at the 10 UC campuses, five medical centers, the Office of the President (UCOP) and the Division of Agriculture and Natural Resources (ANR), The

total Full-Time Equivalent (FTE[2]) of staff is significantly less ~ 94,100 – indicating that the staff workforce includes a large number of part-time employees, the majority of whom are students working in staff titles. Another ~2,700 staff (~2,500 FTE) work at the Lawrence Berkeley National Laboratory[3], and approximately 500 employees work at Hastings College of Law, bringing the total staff workforce to nearly 130,000. This count does not include the hundreds of others making voluntary contributions to UC such as staff retirees.

Chart 1: Staff Workforce Headcount by Location
All Appointment Types, Including Students Working in Staff Titles, October 2009



Source: Corporate Personnel System, October 2009 file; Workforce Profile 2009

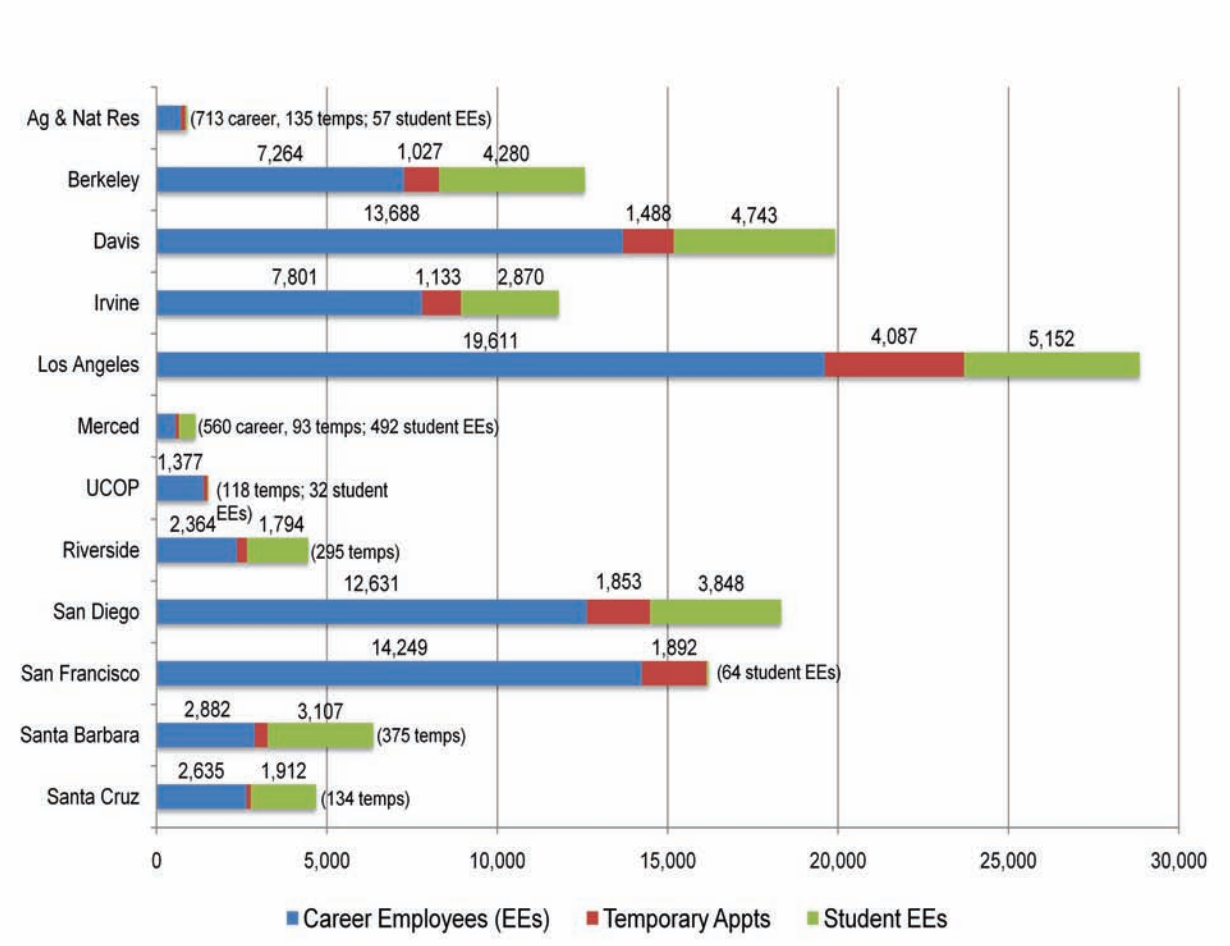
[2] FTE represents an employee's percentage of appointment, as reflected in payroll records of base pay at the time of the snapshot. A full-time appointment is 1.00 FTE; a half-time appointment is 0.5 FTE, etc. The FTE figures here do not reflect reductions in time that were taken as a result of the University's furlough program.

[3] LBNL staff includes career, term appointment, limited, rehired retirees and visiting researchers. Excluded are faculty, post docs, visiting post docs, graduate student research associates and student assistants.

TYPES OF STAFF APPOINTMENTS

The staff workforce is predominantly career[4] employees. This "core" population of ~86,000 is supplemented by a smaller non-career workforce (~13,000) that 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. For the first time in a decade, October 2009 demographics show a decline in the staff workforce. An analysis shows the reduction is in the temporary employee groups. With fewer financial resources, locations appear to be addressing budgetary savings by retaining fewer temporary employees in order to avoid the layoff of career employees. Adding to the staff contingent are working UC students. In 2009, over 28,000 UC students were employed on our campuses which allow them to work while attending classes.

Chart 2: Staff Appointment Types by Location, October 2009



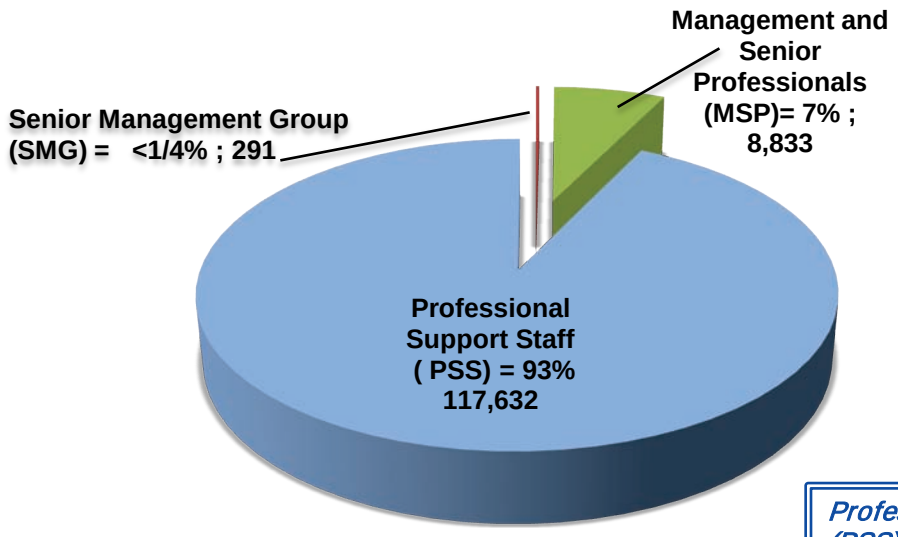
Source: Corporate Personnel System, October 2009 file; excludes staff at LBNL and Hastings College of Law; Workforce Profile 2009

[4] Career Employees are appointed at 50% time or more for twelve months or more.

POLICY-COVERED STAFF

Chart 3: Workforce Distribution by Personnel Program, October 2009

For location-specific demographics refer to Chart 12.



Professional and Support (PSS) Staff make up the majority of the University's staff appointments.

Source: Corporate Personnel System, October 2009 file; excludes staff at LBNL and Hastings College of Law; Workforce Profile 2009

Staff employees who are not in a union are governed by the personnel policies in one of three groups:

- Senior Management Group (SMG),
- Management and Senior Professionals (MSP),
- Professional Support Staff (PSS)

Personnel policies for each group delineate the general employment relationship between the employee and the University. An employee's position is classified based on the nature of work, the reporting relationship, the degree of independent decision-making, accountability, the responsibility for decisions and the depth and breadth of specialized knowledge required to perform the job.

Senior Management Group (SMG)

Employees in SMG provide the highest level of leadership, requiring a significant degree of independent judgment in the development of Universitywide or campuswide strategy, policy/program directions and accountability for long-term results. Appointments and salaries for this group require the approval of the Board of Regents. Depending on the position, SMG employees serve at the discretion of the Chancellor or Laboratory Director, or the President or The Regents. An appointment at this level may be terminated at any time with or without cause – this particular policy is unique to the SMG employees. In 2009, there were approximately 290 SMG employees, less than one-quarter percent of the overall staff workforce[5]. The President and his direct reports, the Officers of The Regents, the campus Chancellors, the Laboratory Director at LBNL and the Chief Executive Officers of the medical centers are examples of positions in the Senior Management Group.

Management and Senior Professional (MSP)

Employees in the Management and Senior Professional (MSP) group provide leadership and professional expertise to major University units, programs or disciplines of work, and are accountable for their areas of responsibility. Positions at this level are responsible for identifying objectives, formulating strategy, directing programs and managing resources - all of which require a high degree of autonomy. In 2009, approximately 8,800 employees held MSP positions at the campuses and medical centers, nearly 7% of the staff workforce. (LBNL has a unique classification system that is not integrated with the MSP group.) Commonly populated MSP positions are titled director, manager, coordinator, staff physician, and high-level programmer/analyst.

Professional and Support Staff (PSS)

Employees in the third category, Professional and Support Staff (PSS) provide administrative, professional, technical, and operational support through independent judgment, analytical skill and professional or technical expertise, or are responsible for providing clerical, administrative, technical, service, campus security, patient care or maintenance support for University departments, programs and fields of study. There are over 2,300 job titles in the PSS program. In 2009, approximately 117,000 employees, about 91% of the staff workforce, held a position in PSS program. (LBNL has a unique classification system for their ~2,600 employees and are not integrated with the PSS group.) Working in PSS policy-covered covered jobs are:

- ~32,700 policy-covered employees (who are not represented by a union) and,
- ~28,000 UC students working in staff positions

[5] In 2010, approximately 110 Deans and Faculty Administrators transferred from the Senior Management Group to Academic Personnel – reducing the SMG to less than 200 employees in October 2010.

Union Represented Staff

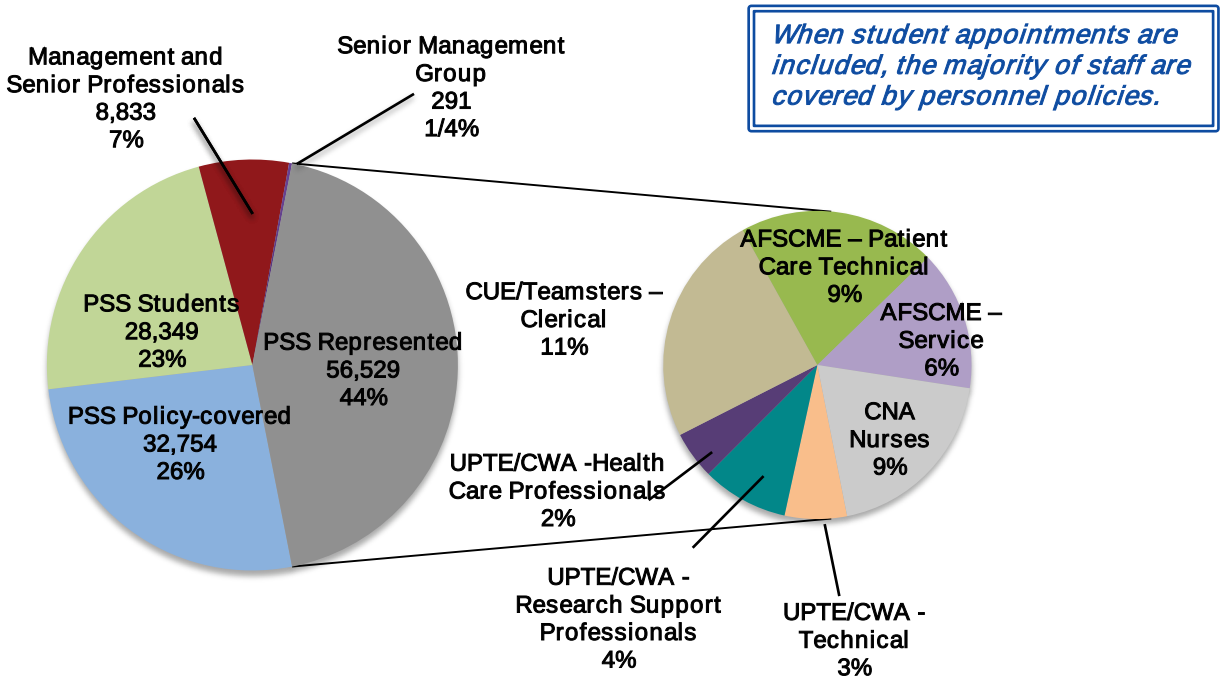
There are ~ 56,500 staff employees in a union (i.e., exclusively represented employees). Through the collective bargaining process the unions and the University determine the terms and conditions of employment. There are eight systemwide bargaining units representing staff employees:

- American Federation of State, County and Municipal Employees, AFL-CIO local 3,299 (AFSCME), representing two units:
  - Patient Care Technical workers (~11,400 employees)
  - Service workers (~8,000 employees)
- University Professional & Technical Employees, CWA, Local 9119 (UPTE), representing three units:
  - Research Support Professionals (~5,000 employees)
  - Technical workers (~3,600 employees)
  - Residual Health Care Professionals (~2,700 employees)
- California Nurses Association (CNA) (~10,700 employees)
- Teamsters, CUE – Clerical and Allied Service workers (~13,400 employees)
- Federated University Police Officers Association (~250 employees)

Additionally, each campus (except for Davis) has local skilled craft unions and Berkeley has a local printing trades union. The systemwide International Association of Fire Fighters (~40 employees) requested to become two separate local bargaining units, at Davis and Santa Cruz, which will be effective in 2011.

The following chart shows this employee breakout for all UC locations, including Office of the President, Agricultural and Natural Resources, but excluding LBNL and Hastings College of Law.

Chart 4: Policy-Covered and Represented Staff Systemwide, October 2009



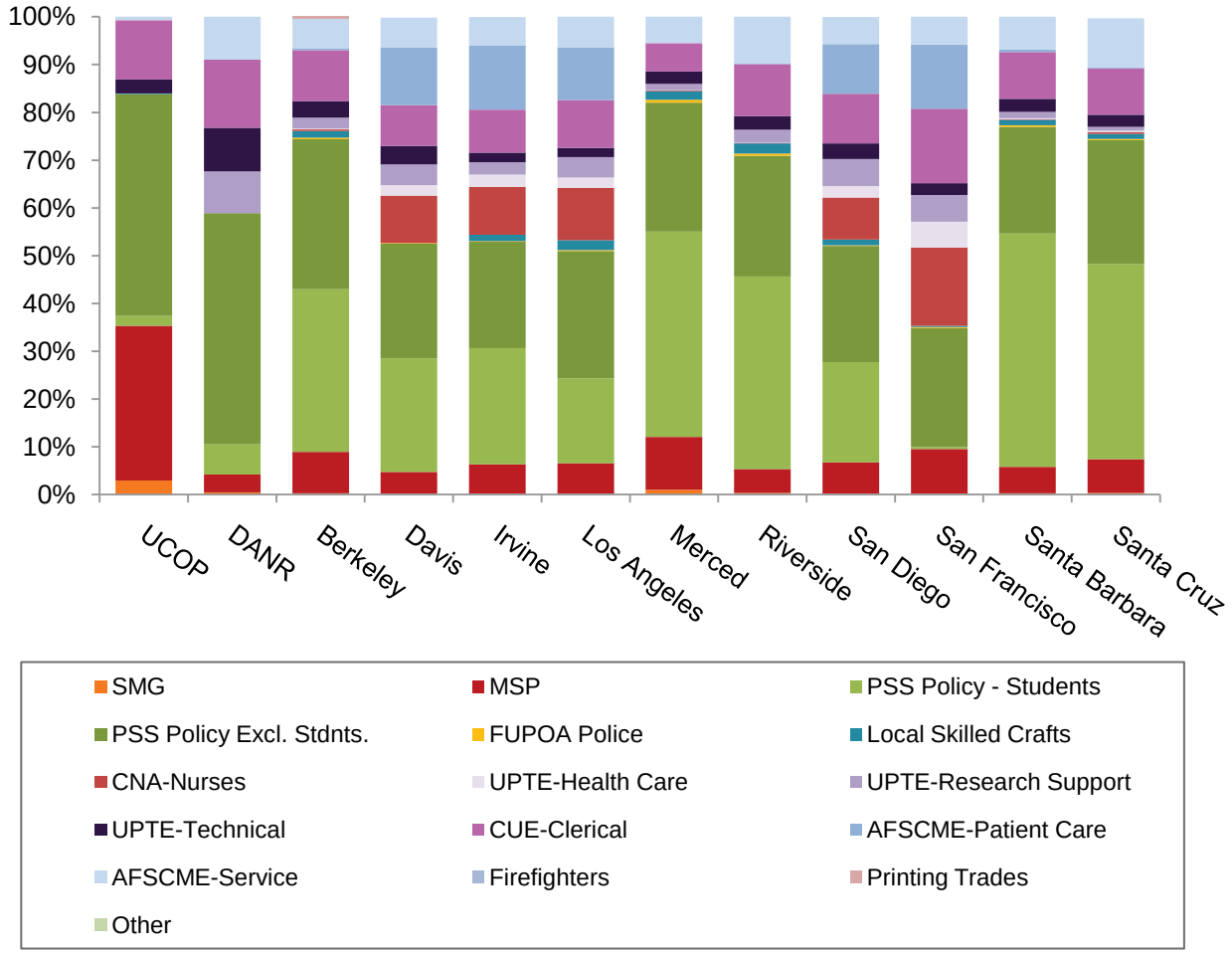
Source: Corporate Personnel System, October 2009 file; excludes staff at LBNL and Hastings College of Law; Workforce Profile 2009

CAMPUS DIFFERENCES IN PERSONNEL PROGRAMS

The next chart shows that each location has a different "mix" of employee groups that best suits the programmatic functions and business operations at their location. As expected nurses, health care professionals and patient care workers are predominantly found at Davis, Irvine, Los Angeles, San Diego and San Francisco – UC's medical center and hospital sites. There are no staff researchers at the Office of the President, but many research employees in the Agriculture and Natural Resources Division. All campus locations have police officers but only Davis and Santa Cruz employ fire fighters. Berkeley, Merced, Riverside, Santa Barbara, and Santa Cruz rely more heavily on student employees and PSS policy staff than the campuses with medical centers. All locations have managers, computer technicians, clerks and service workers. This variation in workforce segmentation demonstrates a richness and breadth of occupational opportunities for staff but also demonstrates the challenges the University faces in finding a balance between maintaining systemwide policies and allowing flexibility for local campus workforce needs.

Chart 5: Policy-Covered and Union Represented Staff by Location
All Appointment Types, Including Students Working in Staff Titles, in SMG, MSP, PSS, October 2009

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



Source: Corporate Personnel System, October 2009 file; excludes staff at LBNL and Hastings College of Law; Workforce Profile 2009

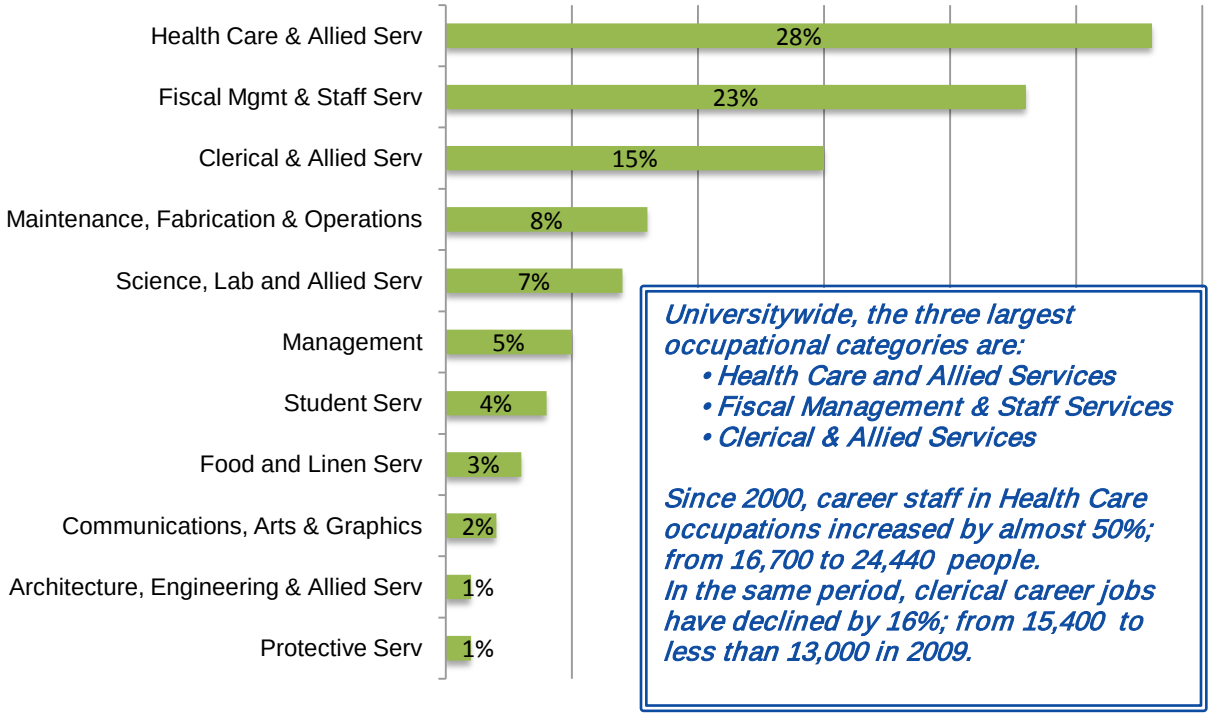
STAFF OCCUPATIONAL MIX

The staff workforce provides a very large array of services for the University in a wide variety of occupations. There are 11 major occupational categories that create the overarching classification structure for identifying staff titles. The next chart shows the distribution of the career staff workforce in the occupational classification structure from a Universitywide perspective. In 2009, 28% of the UC staff workforce was employed in a job related to health care. Historical demographics show a steady employment increase in this occupational group. In the past 10 years, the number of staff in health care occupations has increased by nearly 50%, from ~16,700 employees to ~24,400 employees. Meanwhile, during this same time period, total operating expenditures in the medical centers have more than doubled, reflecting a large expansion in size and scope of the teaching hospital component of the University mission.

The second largest occupational group, Fiscal, Management and Staff Services includes the computer programming positions, analysts and management service officers - also has increased steadily in the last 10 years.

Clerical jobs experienced the opposite pattern: in 1990, 33% of University staff had a clerical-related job and 10 years later it dropped to 22%; by 2009 staff in clerical-related jobs dropped to 15% of the staff workforce.

Chart 6: Percentage of Career Staff by Occupational Category, October 2009



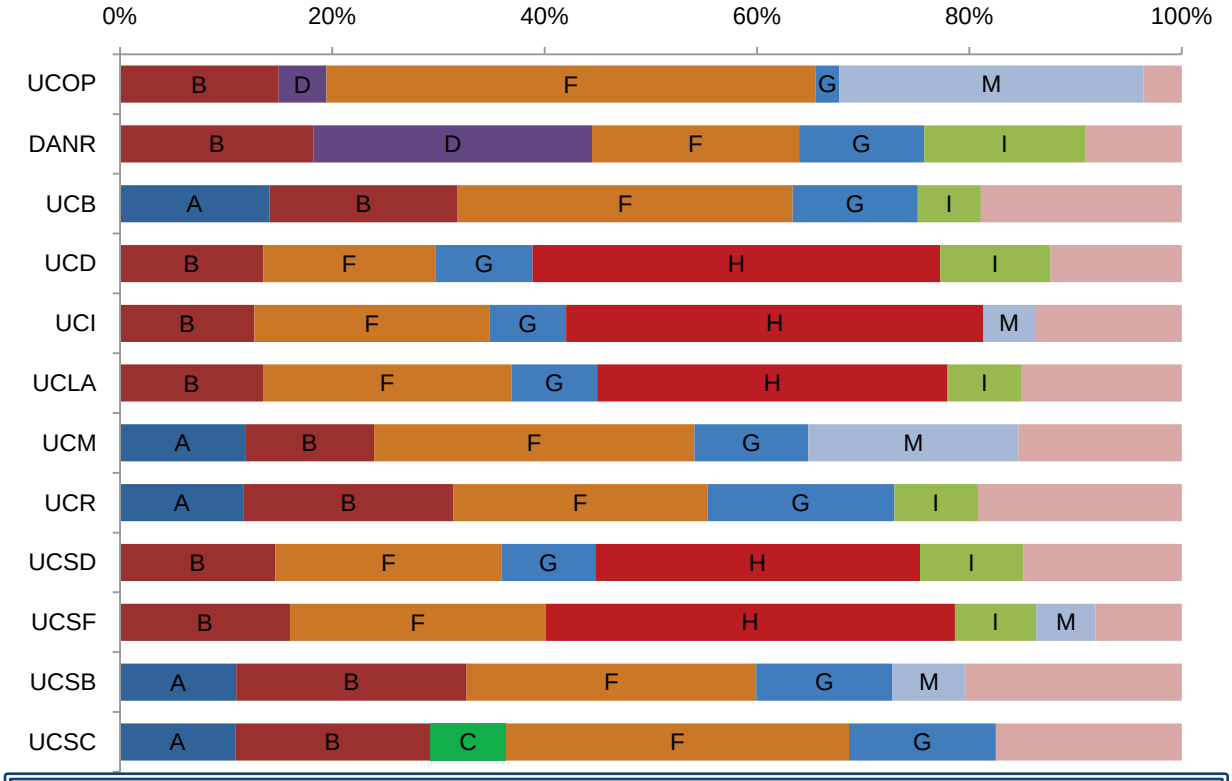
Source: Corporate Personnel System, October 2009 file; excludes staff at LBNL and Hastings College of Law; Workforce Profile 2009.

Selected titles within each occupational category are shown in the following list, in order of the group's percentage of the workforce:

- Health Care and Allied Services (nurse, staff pharmacist, laboratory technician)
- Fiscal, Management and Staff Services (computer programmer analyst, accountant, management services officer)
- Clerical Services (administrative assistant, mail services supervisor, library assistant)
- Maintenance, Fabrication and Operators (groundskeeper, carpenter, auto equipment operator)
- Science, Laboratory and Allied Services (animal technician, laboratory assistant, staff research associate)
- Management (director, assistant vice chancellor, admissions manager)
- Student Services (student affairs officer, resident advisor, counselor)
- Food and Linen Services (cook, dietitian, laundry machine operator)
- Communications, Arts and Graphics (writer, editor, illustrator)
- Architecture and Engineering (planner, architect, environmental health & safety specialist)
- Protective Services (police officer, fire chief, parking supervisor)

Not revealed in this chart are the differences in occupational demographics between the various campuses. Campuses with medical centers and hospitals (Davis, Irvine, Los Angeles, San Diego, San Francisco) show the same population distribution as the Universitywide Chart 6 – most employees are in health care related occupations followed by Fiscal, Management and Staff Services occupations and then by Clerical Services jobs. At Riverside, Santa Barbara and Santa Cruz the predominant occupational field is Fiscal, Management and Staff Services followed by Clerical and then by Maintenance jobs. At Berkeley the third most populated category is Student Services; Merced, which is the newest campus and still building its staff, and Office of the President, which provides administration for the entire system, have a greater percentage of staff positions in the Management category than other locations; and Agricultural and Natural Resources has a strong emphasis on occupations in Communications, Arts and Graphics. These differences again highlight that Universitywide data does not tell the complete story and that occupational composition between our different locations reflects the uniqueness of their programmatic areas, the focus of their business enterprises and the emphasis of their faculty research. It is important to mention that the University of California classification structure is based on local classification decisions and is not centrally controlled.

Chart 7: Staff Career Workforce by Occupational Category by Location
Top Five Occupational Categories at Each Location, October 2009



Again, workforces at each location are varied. Health care occupations cluster at locations with medical centers; UCOP has more Fiscal and Management occupations, given their oversight and reporting responsibilities to The Regents and the State. Most campus locations have similar levels of Student Services and Clerical occupations, as well as Maintenance, Fabrication and Operations.

Occupational Groups:
A - Student Services
B - Clerical and Allied Services
C - Food and Linen Services
D - Communications, Arts and Graphics
E - Architecture/J-Protective Services do not appear in this chart as they are not in the top 5 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
M - Management
All Other Occupational Groups not among the top five at this Location

Source: Corporate Personnel System, October 2009 file; excludes staff at LBNL and Hastings College of Law

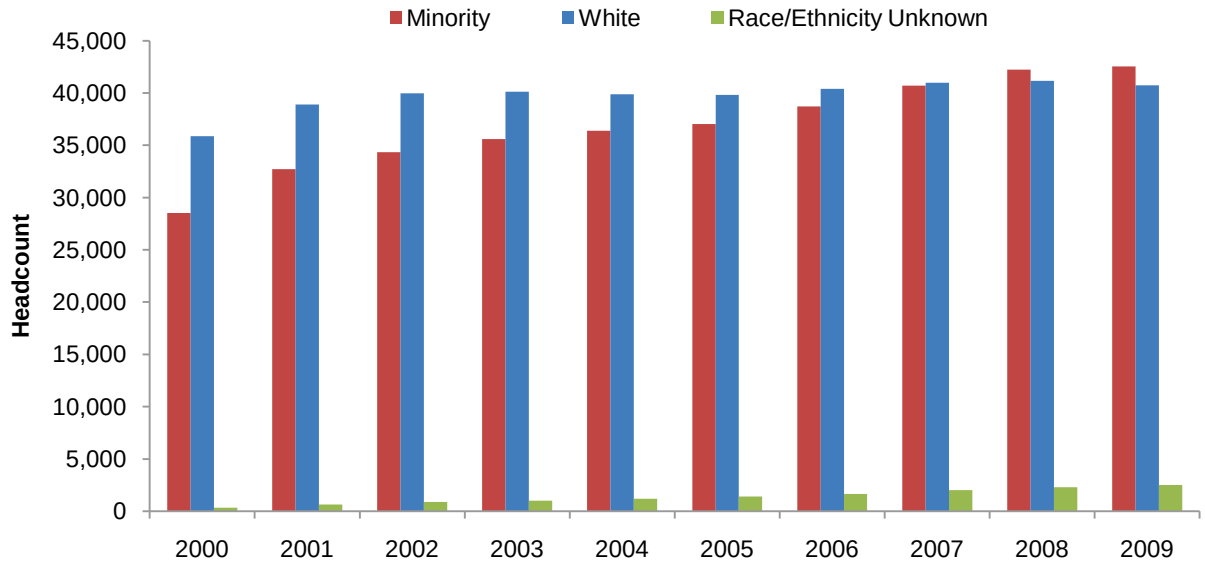
STAFF DIVERSITY

An aspect integral to achieving and maintaining the University's staff talent pool is diversity. The following chart shows the gradual trend of increasing employment of minority staff, such that in the last two years minority status became the plurality. In 2000, there were almost 11% more whites than minorities but, by 2007, the proportion of minority to white employees was nearly equal and by 2008 minorities became the larger group.

Chart 8: Staff Workforce by Minority Representation

Career Staff, all personnel programs – October 2000-2009

(Minority includes American Indian, African American, Chicano/Latino and Asian American)



From a systemwide perspective, minority status staff have steadily increased to become a plurality in the workforce.

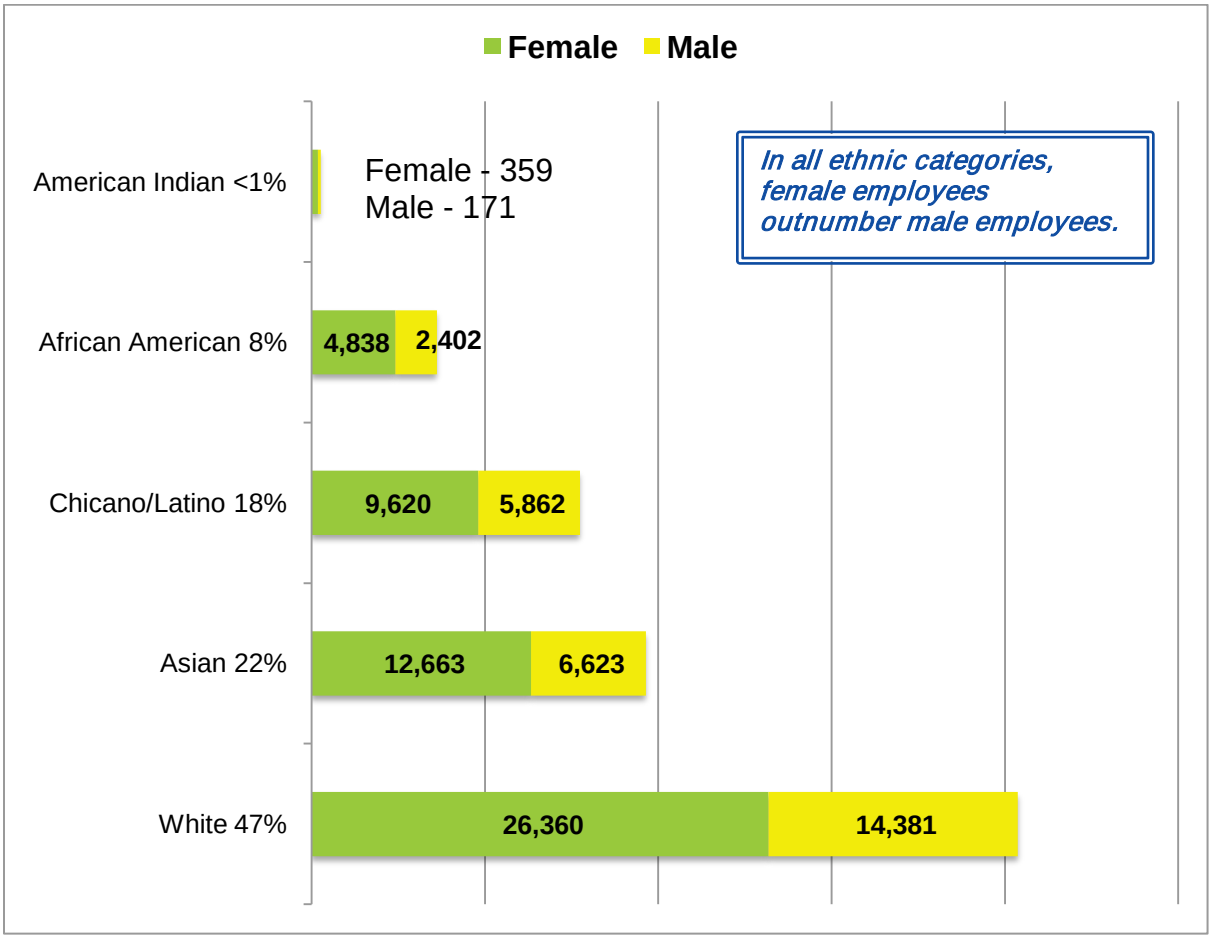
Total Career Staff	64,709	72,255	75,210	76,715	77,442	78,257	80,767	83,681	85,705	85,775
% Minority	**44.1%**	**45.3%**	**45.7%**	**46.4%**	**47.0%**	**47.3%**	**47.9%**	**48.6%**	**49.3%**	**49.6%**
% White	55.4%	53.8%	53.1%	52.3%	51.5%	50.9%	50.0%	49.0%	48.0%	47.5%
% Unknown	0.5%	0.9%	1.2%	1.3%	1.5%	1.8%	2.1%	2.4%	2.7%	2.9%

Source: Corporate Personnel System, October 2000 and 2009 files; excludes staff at LBNL and Hastings College of Law; Workforce Profile 2009

This next chart maps staff ethnic and race data with gender data. It is the 2009 profile of career employees Universitywide, in all three staff personnel programs, PSS, MSP and SMG. In 2009, 65% of career staff was female. An analysis of the data shows in the last 10 years a decrease in two ethnic groups: white and African American – both in female and male groups. The Asian and Chicano/Latino populations currently comprise approximately 20%, which is a slight increase from 10 years ago – again in both female and male groups. The percentage of American Indian staff has remained unchanged in this time period.

Chart 9: Composition of Staff Workforce by Race/Ethnicity and Gender
Career staff, all personnel programs October 2009

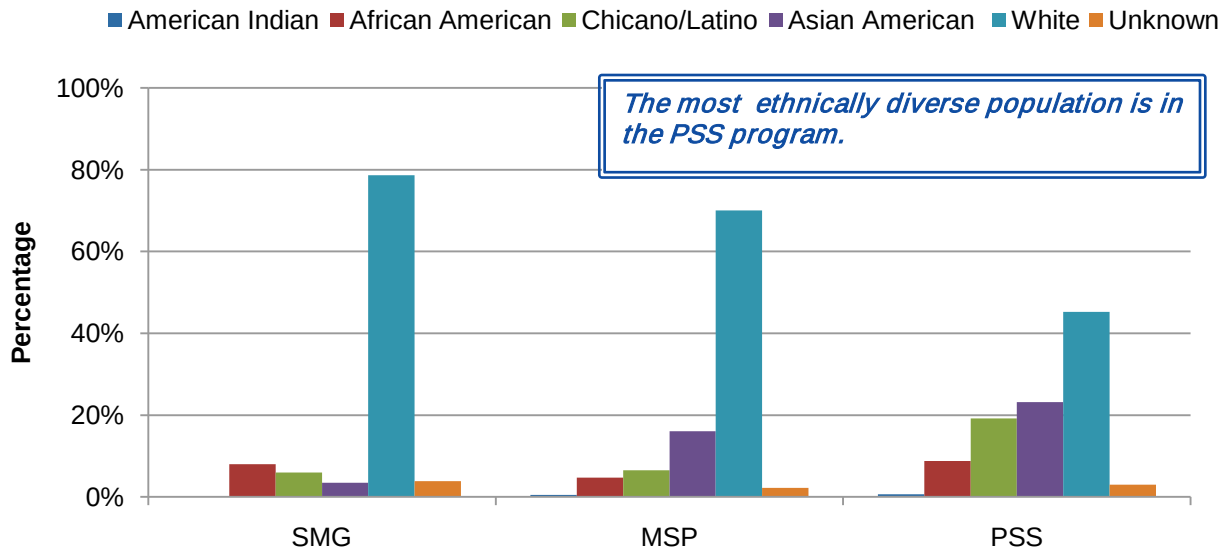
Career Staff Headcount = 85,775



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

Source: Corporate Personnel System, October 2009 file; excludes staff at LBNL and Hastings College of Law; Workforce Profile 2009

Chart 10: Composition of Staff Workforce by Race/Ethnicity and Personnel Program – Career staff October 2009



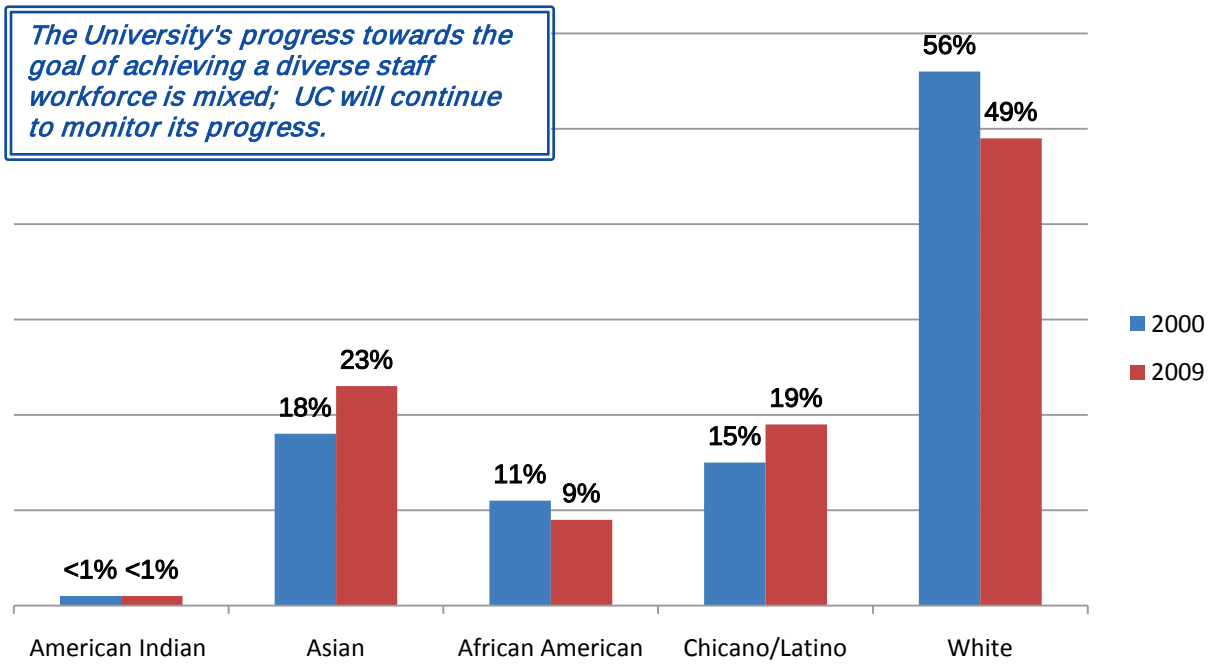
Source: Corporate Personnel System, October 2009 file

Removing the gender demographics, the variation in diversity by race and ethnicity is detailed in the chart above and in the following chart. In the last nine years, the balance of employee ethnicity has shifted away from predominately white to a more diverse group - as observed by the increase in the Asian and Chicano/Latino workforce percentages. In addition to the 7% decrease in the white employee group, the African American group decreased by 2% during this 10 year period.

In comparing the University's staff ethnic distribution with the ethnic groups of the people in the State of California, UC compares favorably with the State demographics for the African American group (7%); with an Asian workforce of 23%, UC exceeds the State population of 13%. Also our white staff workforce is slightly higher than the State population of 42%. The University significantly lags behind the State's Chicano/Latino population of 37%, and slightly behind the American Indian group of 1%[6].

[6] Source: U.S. Census Bureau: State& County Quick Facts

Chart 11: Career Staff by Ethnicity, October 2000 – 2009



Source: Corporate Personnel System, October 1999 and 2009 files; excludes staff at LBNL and Hastings College of Law; Workforce Profile 2009

Additional information on staff diversity can be found in the 2009 and 2010 Accountability Reports and the two Annual Accountability Sub-Reports on Diversity. The following are links to these reports:

- Accountability Reports*:* http://universityofcalifornia.edu/accountability
- Diversity Sub-Reports*:*
  - September 2010 Long Range Planning Committee, Action J1: http://www.universityofcalifornia.edu/regents/regmeet/sept10
  - September 2009 Long Range Planning Committee, Action http://www.universityofcalifornia.edu/accountability/report.html

SECTION II: SUMMARY OF LOCATION NARRATIVES – Staff Contributions

This next section of the Sub-Report moves away from demographics to describe some of the many contributions made by staff – from both systemwide and local perspectives. In the past several years the workforce, both staff and academic, helped the University weather the budgetary crisis by making financial sacrifices. These efforts assisted the University in various ways: continuing operations despite significantly reduced State funding as well as making escalating fee increases for students less severe. A number of special programs affecting staff, both involuntary and voluntary, were implemented.

Impact of the Financial Crisis

Furloughs

In July 2009, The Regents' declared an extreme financial emergency for UC and approved a one-year systemwide furlough plan[7] for most employees beginning September 2009. The furlough plan ended August 31, 2010, with savings from staff salaries of $127.5 million. In addition, most of the PSS - policy covered staff, MSP and SMG employees have not received a merit increase since October 2007. In early 2009, the Regents placed restrictions on incentive, bonus and staff recognition plans.

Reducing Work Time

The voluntary time reduction program, ***Staff and Academic Reduction in Time*** (START), also helped UC through the fiscal crisis. With department approval, this program allows staff to reduce their working hours and pay while still accruing full vacation and sick leave credits and full retirement service credit. START ran from June 2003 with renewals through June 2009, for a salary savings of $54.3 million. Given the recent State budget crisis, the Regents' approved renewing the program through 2010. Since July 2009, approximately 6,700 staff employees voluntarily participated in START. Total START salary savings, including academic employees, in fiscal year 2009-2010, was ~$26 million, of which 91% came from staff participants – for a salary savings of $23 million.

Voluntary Separations

A third fiscal savings program, the ***Voluntary Separation Program*** (VSP) was designed to reduce spending and enable the implementation of workforce changes while minimizing the need for layoffs. The program allowed employees to voluntarily terminate employment and receive severance pay. A number of campuses during

[7] Details about the 2009 furlough plan are at: http//www.universityofcalifornia.edu/budget/?page_id=87

2009/10 implemented a VSP. Over 400 employees retired under seven separate campus programs with an estimated annualized salary savings of $28 million.

The preceding are examples of systemwide programs and policies that highlight contributions made by staff – contributions enabling the University to implement business processes which in turn support, as well as advance, the overall mission of teaching, research and public service. While implementation of these policies and programs is administered and managed locally, the overarching policy and programmatic intent is designed centrally.

Another dimension of staff contributions is their involvement in activities and projects both on the campus and in the surrounding community. Campus news articles call out a multitude of examples demonstrating a wide variety of contributions by staff employees. The selected examples below show how Staff efforts are aligned with the University's mission of teaching, research and public service. The complete location narratives provided by local Human Resources Administrators can be found in this section of the report.

Staff Activities Contributing to the Teaching and Education Mission of UC:

- Through an early warning program, staff at one location provides timely assistance to UC undergraduates who are at risk of receiving a failing grade.
- Staff at the Center for Educational Partnerships assists more than 24,000 students in K-12 school districts and community colleges at one southern California campus.
- The 'Home stay' program was started by campus staff to help integrate international students into the local culture. With more than 3,500 international students visiting this campus every year to learn English and take extension classes, staff place students with families who provide a room, meals and transportation to attend classes.
- Staff established an on-campus internship program for MBA students, allowing students to gain experience and campus departments to benefit from the talents and expertise of the students.
- Staff at one location created an award-winning online admissions system for graduate students and improved the financial aid system.

Staff Activities Contributing to the Research Mission of UC:

- Through innovation and ingenuity, a staff employee at one location helped to turn a campus landscape hazard into the first and only olive oil center in the United States.
- Research conducted by staff scientists at LBNL is world-renown; contributing to the development of artificial photosynthesis, high-performance computing and networking. These, plus climate change discoveries and new imaging technologies are only a few examples.
- Staff at one campus assisted in bringing a new variety of tangerine (the "Daisy SL") to commercial production.
- The West Village Energy Initiative "living laboratory", is a planned community for campus faculty, staff and students to live locally and fully participate in campus life. All residents are partners in achieving the goal of making the community zero net energy from the electrical grid. Campus staff worked with campus researchers to develop an initial concept for a community energy park that will convert campus and West Village waste to biogas that a fuel cell converts to electricity to power the community.

Staff Activities in Support of Public Service Mission of UC:

- In response to life-threatening events experienced on campuses in other States, one campus developed the WarnME emergency alert system that uses a variety of platforms to alert everyone on campus to an emergency. This process is now duplicated at other campuses around the country.
- The UC Haiti Initiative involves students, faculty and employees from across the UC system to provide relief and aid to the citizens of Haiti through fundraising as well as work on recovery projects that can be sustained by the local population. In "Operation Haiti," UC medical center employees volunteered in Port-au-Prince after the earthquake while health system central services shipped nearly ½ ton of medical and surgical supplies to Haiti.
- Through the work from employees at one medical center, the state telehealth network was developed connecting over 860 sites to improve access to medical resources for rural residents.
- There are repeated stories and successes demonstrating the interests, passions and ingenuity of staff employees related to environmental stewardship, such as achieving energy and water conservation in dining halls by composting, eliminating dining trays, and using reusable tableware.

All of these efforts help to strengthen ties between UC and the people of California. It is through volunteerism, ingenuity and enthusiasm for the institution that staff employees promote the University as advocates and ambassadors in their communities and throughout the world.

But the ultimate demonstration of contributions is by thousands of UC staff making up the infrastructure of the institution. It is our staff employees who enable our students to enroll in classes, to apply for student aid, who provide academic counseling as well as providing clean and secure dormitories for thousands of undergraduates.

It is our staff employees who enable our Nobel Prize winning faculty and principal investigators to conduct research by tending to the animals used in research trials, by overseeing the laboratory equipment, instruments and facilities, by filing grant applications, by working with principal investigators in the administration of contract funding and by processing the hiring of post docs and visiting scholars.

It is the staff at our medical centers and hospitals who transport patients in gurneys and wheelchairs, who perform laboratory tests, who maintain patient records and tend to patients as doctors, dentists and nurses. All of the employees in these professions enable faculty to teach, to conduct research and to treat patients – forming a direct line-of-sight to achieving the UC mission of teaching, research and public service. But thousands of other employees are also enablers: managers, administrative assistants, custodians, police officers, groundskeepers, analysts and computer programmers – it is the entire network of the staff workforce maintaining the University and helping it to achieve the status of a premier academic institution.

The following are narratives from the local UC Human Resources Administrators, responding to the inquiry on local staff accomplishments and challenges facing the staff workforce. When asked to describe the issues and challenges impacting their local staff the campus HR leadership cited: eroding salaries, the impact of organizational change/efficiencies on staff morale, promotional opportunities and diversity efforts.

UNIVERSITY OF CALIFORNIA STAFF

Biennial Accountability Sub-Report 2010

UC Berkeley

Staff Accountability Sub-Report: UC Berkeley

Context

Berkeley's workforce of 23,700 includes:

8200 staff
9700 student employees (undergrad and grad)
1500 faculty
4300 other academic appointments (such as librarians, post docs, researchers, university extension, readers, public program coordinators)

Staff who support our world class faculty, and assist students outside of the classroom as they advance toward their academic goals come from wide geographic areas.

Staff Contributions, Accomplishments and Excellence

On campus:

- **Staff involvement in Operational Excellence**
  Staff have participated in this campuswide effort since it began in fall 2009. They were part of the working group in the diagnostic phase, and gave feedback through focus groups and surveys. Over 200 staff were nominated or volunteered to participate on design teams in the second phase.

- **Creating opportunities for our students**
  When dire economic conditions made it difficult for graduates of our Haas MBA program to find employment, one of the staff created an internship program for Haas students across the Berkeley campus. This win-win solution allowed students to build their resumes and campus departments to benefit from their talent and expertise. This innovation contributes to the success of Haas Career Services which is now ranked #4 in the nation by recruiters surveyed by Business Week.

- **Building professional communities on campus**
  In 2005, a group of campus staff gathered to talk about business process analysis. From that discussion came the Business Process Analysis Working Group (B-PAWG), a staff organization that has offered over 60 sessions on topics ranging from project management to process mapping. Presentations are now set up with live-streaming equipment to reach a broader audience.

- **Improving energy efficiency – campus utility bill reduced by about $1M**
  Under the leadership of Physical Plant Campus Services (PPCS) staff, the campus completed a series of energy efficiency projects in partnership with Pacific, Gas and Electric. These now completed projects are anticipated to ANNUALLY save 8.2M kWh in electricity; provide emissions savings of about 3.5K metric tons of carbon dioxide equivalent; and reduce the campus utility bill by close to $1 million dollars.

- **Reducing consumption of plastic water bottles by 25%**
  The "I 'Heart' Tap Water" campaign was honored by the Chancellor's Advisory Committee on Sustainability for its promotion of drinking tap water instead of bottled water. The campaign included staff from Cal Dining, Recreational Sports, Environment, Health & Safety (EH&S) and University Health Services who promoted both the environmental and health benefits. The result was at least a 25% reduction in campus usage of plastic water bottles. More information is available at: http://sustainability.berkeley.edu/cacs/pages/awards/overview.shtml

In the community

- **Creating a dialogue about the meaning of race**
  Staff in the Lawrence Hall of Science brought a national exhibit on race to the museum in spring 2010. To enhance the learning potential, they collaborated with the division of Equity and Inclusion to create and teach a leadership class that trained undergraduates to use the provocative exhibit "Race: Are We So Different?" to facilitate discussions of race — its biology, history, and social reality — with middle-school and high-school students. Since the exhibit opened, the graduates of this course have discussed it with over 700 local youth.

- **Energy efficiency expert named 2010 UC Sustainability Champion**
  Berkeley's deputy director of the California Institute for Energy and Environment was recognized for numerous contributions to energy efficiency, including installing monitors in ten buildings that save the campus $650,000 annually, helping craft UC's Policy on Sustainability, and for his role in the conception and creation of UC Merced as a sustainable campus. More information is available at:
  http://www.berkeley.edu/news/media/releases/2010/07/27_sustainability.shtml

- **Community health awareness**
  Staff in University Health Services partnered with the ASUC student groups and the Alameda County Psychological Association for "Mind and Body Awareness Week" -- a collaborative effort to educate the community about mental health and body image issues, break down the stigma associated with these issues, and open up dialogue.

- **Individual contributions to the Native American community**
  Bridget Wilson, Berkeley's Native American outreach coordinator was named the 2009 Native American Professional of the Year at the recent Native American Professional Development Conference, sponsored by a number of UC programs and hosted by UC Irvine, honored for her "non-stop efforts to help the Native American community."

Staff Programs/Best Practices/Innovations

Staff Recognition Programs

- **Chancellor's Outstanding Staff Award**
  Each year, with the help of a staff advisory committee, the Chancellor recognizes those staff who have contributed to the excellence of Berkeley.

- **Excellence in Management**
  The Berkeley Staff Association solicits nomination each year from staff who believe their manager is an outstanding example of the particular theme of the year. The nomination can only be submitted by the manager's direct reports. It is a way of recognizing management as well as leadership skills.

Staff Development Programs

- **Developing core capabilities in critical areas**
  As we move toward a high performance culture we are developing critical skills needed for continuous improvement. Since we began our Business Process Improvement (BPI) action learning workshops more than 50 teams and over 500 employees have learned a systematic approach to BPI while actually improving processes in 71 academic and administrative departments. To enable effective decision making in our inclusive and participative culture, over 200 leaders of staff organizations, managers and emerging leaders have acquired new tools and methods to facilitate groups to decision and action.

- **Staff mentoring**
  The Berkeley Staff Assembly Mentorship Program is a volunteer program that pairs experienced Berkeley staff from all campus units with staff who are seeking to develop themselves professionally. Participants can cultivate contacts, explore challenges, and enhance effectiveness as they design their personal growth and career paths at Berkeley. It also provides the opportunity to gather information, develop peer support, learn more about management, and better understand the UCB organizational culture. Additional information is available at: http://bsa.berkeley.edu/career/mentor.html

- **Leadership development at the project level**
  Berkeley's Leadership Development Program enrolls 20-25 staff every 18 months who we consider "emerging leaders." They spend the first few months in self assessment, and learning about leadership competencies. The last few months are spent on a labor intensive project on a topic identified by campus leaders. These projects have contributed to change on the campus. For example, past topics have included defining inclusion (a performance competency for all non-represented staff), and analyzing the success factors of an effective study abroad program.

Staff Best practices and innovations

- **Berkeley Initiative for Leadership in Diversity (BILD)**
  For the last three years the Chancellor has sponsored an annual campus competition that invites staff to submit ideas for improving diversity and inclusion. Examples of funded activities can be found at:
  http://diversity.berkeley.edu/bild

- **Career Compass – job standards, performance management, career development**
  Berkeley staff wrote a new UC job classification system aligned with the current marketplace. In 2009 the new standards were implemented campuswide for 5000 non-represented staff. As a result, we are able to provide campus leaders with robust data for workforce planning. Everything from EEO reporting to turnover analyses are now keyed on the new job titles. Job related competencies drive performance management and career development. Other UC campuses are beginning to adopt these standards.

- **Prototype shared services center opens**
  On July 1, Berkeley opened its first HR shared services center which is aligned with its Operational Excellence initiative. Designed and developed by staff in Administration, it is the first comprehensive Human Resources center on the campus and services over 3000 staff in three major divisions (the Chancellor's Office, Administration, and IST/CIO).

- **2010 CASE Awards in fundraising, communications and marketing**
  Fundraising staff received a Gold Award for Annual Giving Report, and a Bronze Award for New Alumni Challenge. Communications and marketing received the Grand Gold Award in Video Fundraising Features; the Gold Award - *California* for Circulations 75,000 and Greater, and Gold Awards in: Research, News and Research News Writing, and Annual Reports and Fund Reports; and a Silver Award for General News Writing.

Issues and Challenges Impacting Staff

Internal issues

- **Organizational change**
  In the wake of furloughs and budget cuts, and in anticipation of the implementation of Operational Excellence initiatives, some staff are understandably sensitive to restructuring that may affect their own jobs. Though the workforce will experience a high volume of natural turnover when Baby Boomers start to retire out of the workplace, there is concern about diminished opportunity for career advancement as positions are closed or redefined. Some staff express concern that the diversity of our staff will be impacted. Others are concerned about the accelerated pace of change and whether the need to do better with less simply means learning faster to take on more work.

- **Improved management and supervision skills**
  Many managers recognize the need for enhancing their change management skills, and staff have expressed the need for better trained supervisors. We are in the process of identifying the competencies that are especially relevant in times of change and incorporating these into our supervisory training program which was revised this year. In addition, one of the Operational Excellence initiatives will address the tools needed to develop a high performance culture.

- **Staff Campus Climate Survey**
  Berkeley's first campus-wide climate survey, The Career Non-Academic Staff Climate Survey 2008-2009, received a 50% response rate. Encompassing questions about staff demographics, dependent care, relationships with supervisors, campus climate and campus services, the survey results are being used to take action on improving efforts in the areas of communication, career development, manager/supervisor training, workload and stress, and reward and recognition

External issues

- **Lack of performance based pay increases**
  The lack of merit based salary increases for non-represented staff over an extended period of time seriously impacts our ability to build capacity for the future needs of the university. Managers are unable to reward top performers; employees feel unappreciated; and our efforts to attract top talent are diminished. In addition, the longer we go without compensation increases, the further behind the market we fall. Exacerbating this situation is the increase in contributions to the retirement plan.

UNIVERSITY OF CALIFORNIA STAFF

Biennial Accountability Sub-Report 2010

UC Davis Campus and Health System

Staff Accountability Sub Report Information
UC Davis Campus and UC Davis Health System

Purpose

To highlight the contributions made by UC Davis Campus and Health System staff to the University's mission of teaching, research and public service.

Location Narratives

For more than 100 years, UC Davis has engaged in teaching, research and public service that matter to California and transform the world. Located close to the state capital, UC Davis has 31,000 students, an annual research budget that exceeds $600 million, a comprehensive health system and 13 specialized research centers. At 5,200 acres, UC Davis is the largest of the University of California campuses. The university offers interdisciplinary graduate study and more than 100 undergraduate majors in four colleges—Agricultural and Environmental Sciences, Biological Sciences, Engineering, and Letters and Science—and advanced degrees from six professional schools—Education, Law, Management, Medicine, Veterinary Medicine and the Betty Irene Moore School of Nursing.

As the region's only academic medical center, UC Davis Health System is charged with discovering and sharing knowledge and providing the highest quality care to our community. Through its entities - UC Davis medical Center, UC Davis medical Group, UC Davis School of Medicine, and the Betty Irene Moore School of Nursing - the health system works to advance health both in our local community and around the globe. The mission of the UC Davis Health System is discovering and sharing knowledge to advance health. We pursue it through the education of physicians, medical investigators and other health-care providers; research into new medical knowledge and applying it to the health challenges that face our world; and patient care and public service for our local and global community.

UC Davis a Vision of Excellence

This recently released vision statement recognizes UC Davis' responsibilities to the public as a land-grant institution and highlights the university's mission to advance the human condition through improving the quality of life for all. The framework outlines six primary goals to help align and steer everything from UC Davis' academic, research and outreach priorities to its efforts to highlight and build on its legacy, and to help define new directions through a commitment to entrepreneurship and innovation and a culture of philanthropy.

The six primary goals are:

- Foster a vibrant community of learning and scholarship
- Drive innovation at the frontiers of knowledge
- Embrace global issues
- Nurture a sustainable future and propel economic vitality
- Champion health, education, access and opportunity
- Cultivate a culture of organizational excellence, effectiveness and stewardship

Campus - Staff Excellence: Innovations, Contributions, Accomplishments and Best Practices:

Olive Oil: The olive oil program started in 2004 as an answer to a landscape problem that often times ended in both reported and unreported accidents by community members that slipped and fell on the reissue caused by olives falling onto the bikes paths that line many of the campuses outer boundaries.

The campus has over 1000 historic olives trees that were part of the many farms that existed before UC Davis was born. Those trees were integrated into the landscape and have been cared for as a landscape resource. As a cost saving measure a staff member had the idea to harvest the olives before they fell. From this idea the UC Davis olive oil program was born. It is a great partnership between staff and faculty with the ultimate result being the creation of the UC Davis Olive Center the first and only olive oil center in the United States of America.

Community Survival for an Active Shooter Presentation: This program was developed in response to the shooting incident at Virginia Tech. The UCD Police Department debriefed the VT situation and realized though our police officers are trained on how to respond to an incident of this magnitude, our campus community members are not. In an effort to enhance campus safety this program was developed and instructed by UCDPD staff. It was introduced to the campus community in June, 2007 where it has been delivered many times.

Due to the timeliness and quality of this program it was quickly recognized by other institutions of higher education. The UCDPD has consulted with and presented this program to numerous campuses, state and nationwide.

Student Resident Firefighters: One of the most unique features of the UC Davis Fire Department is our Student Resident Firefighter program. Begun in 1955, this program teaches firefighting skills to a select group of students who live and work at Station 34. The UC Davis Fire Department maintains 15 Student Resident Firefighters and they are selected from a large applicant pool every two years after undergoing a rigorous physical abilities test, an intensive interview process, and a firefighting academy. Once selected, the Student Resident Firefighters become working members of the UC Davis Fire Department, required to staff one 24 hour shift, four 14 hour shifts, and two training sessions per month in exchange for housing at Station 34. Over the years several of our students had moved into emergency service careers.

Breast Feeding Support Program: The Breastfeeding Support Program (BFSP) began in 1995 as an initiative of the Chancellor's Child Care Advisory Committee managed by the WorkLife office. It has been the model for higher education and private sector, earning numerous awards for work-life effectiveness and health promotion.

- Innovative Excellence Award from the Alliance of Work-Life Professionals 2002
- Mother-Baby Friendly Workplace Statewide Award from the California Task Force on Youth and Workplace Wellness 2005
- Mother-Baby Friendly Workplace Countywide Award from the Community Breastfeeding Coalition of Yolo County 2005 - 2008

Serving all campus affiliates and their spouses/domestic partners, the BFSP facilitates a woman's return-to-work/school and attainment of the Academy of Pediatrics recommendation for 12 months of breastfeeding. It demonstrates the principles and practices stemming from the work of several academic initiatives, especially the Program in International and Community Nutrition and the UC Davis Human Lactation Center. It exemplifies the application of research and scholarship regarding lactation, nutrition and child development to the promotion of health, wellness and enhanced quality of life for women and children. As such a research asset, the Breastfeeding Support Program became a program of the Foods for Health Institute effective July 1, 2010.

West Village Energy Initiative: In the summer of 2009, UC Davis and West Village Community Partnership, LLC (WVCP) broke ground on the West Village neighborhood. It is a planned community on the Davis campus that creates opportunities for faculty, staff and students to live locally and

participate fully in the life of the campus. The first phase of West Village, now under construction is a compact, mixed-use community that includes:

- Housing for almost 2000 students
- Approximately 350 for-sale homes for faculty and staff
- A multi-tier Education Center including programs and facilities for the local school district, the first community college center on a UC campus, and UC Davis
- A social heart for the community at the village square, surrounded by the Education Center, buildings with active first floor commercial uses, and rental housing above
- A ten-acre recreation field complex
- A shared environment based on walking, biking, and transit, best practices for conservation of water and energy, and on-site renewable energy

The West Village Energy Initiative (WVEI) has the goal of making the community Zero Net Energy from the electrical grid. This is being done by:

- Reducing energy demand through passive and active energy efficiency measures at the site and building scale; and
- Generating renewable energy on-site to offset energy use on an annual basis

The WVEI is possible due to the partnership between UC Davis staff and researchers along with the private developer. Project managers for the campus and the lead developer engaged the Energy Efficiency Center, Western Cooling Efficiency Center, and the California Lighting Technology Center at UC Davis to find cost-effective ways to reduce energy demand in the new neighborhood. Then campus staff worked with campus researchers with expertise in biodigester design to develop an initial concept for a Community Energy Park that will convert campus and West Village waste to biogas. A fuel cell will convert this biogas to electricity to help power the community.

This anticipated success of WVEI is possible only through the collaboration of all the partners, including campus staff, campus researchers, and the private developer partner. All now anticipate West Village to be a "living laboratory" where campus researchers will be able to test new technologies and investigate behavioral responses.

WarnMe: Safety is a top priority at UC Davis, and we have a robust emergency alert and notification program to inform the campus of life threatening or unusual events. One important component of that program is WarnMe, a system that can send messages to everyone on campus through multiple devices (email, text, voice) across a variety of platforms (computers, cellular phones, PDA's). WarnMe came about as collaboration between the Emergency and Continuity Management Group and Information and Educational Technology. The process they created (using the existing campus databases to populate the records) was a model that has been repeated at many other higher education campuses.

Staff and Energy Savings: Staff at all levels can have a huge impact on the University's bottom line when it comes to energy costs. UC Davis buys more than 240 million kilowatt hours of electricity and 1.7 million therms of natural gas each year to fuel campus energy needs. These are huge volumes, but little changes can make a big difference. A staff assistant working for the Utilities Department, processes the utility invoices each month and enters data from the bills into a variety of spreadsheets

for tracking and analysis. Several months ago, this staff member noticed something unusual about one set of invoices. The campus was paying a lot of money for propane at one particular location in the west campus. The staff member brought this to the attention of the management team who took a closer look. The team verified that the new buildings being served by this propane tank used a lot of gas during the winter for heating. The University was paying over $180,000 per year for propane at this site. After doing some research, campus engineers determined that it would be much more cost effective to connect these buildings to the campus natural gas system. Recent upgrades in this area made this possible. In July 2010, staff with Design and Construction Management had new pipelines installed and had equipment within the building modified so that natural gas could be used for heating. This change is now expected to save UC Davis over $100,000 per year thanks to the initiative shown by this staff member.

Bio-Boosters - Staff have led an effort to form a new student group, the "Bio Boosters", who volunteer in community events representing the College of Biological Sciences. The staff worked with a faculty member to arrange for instructional content and course credit for the Bio Boosters, so that this is both a learning and outreach activity.

Living the Principles of Community On-line Course: This course applies the UC Davis Principles of Community (POC) to everyday life in a University environment. To underscore the University's commitment to maintaining a work and learning environment which celebrates the diversity of our campus community, staff representing the offices of Campus Community Relations, Academic Personnel, and the Sexual Harassment Education Program collaborated to develop this on-line course for students, staff and faculty. The course reviews relevant policies related areas such as discrimination, harassment, and retaliation, and asks learners to review realistic scenarios depicting typical workplace conflicts. This format provides learners with an opportunity to think through different strategies for addressing and resolving conflicts while upholding the values embodied in the POC. The learner is provided with links to policies and campus resources, and is also able to take notes in a journal format for future consideration.

Health System - Staff Excellence: Innovations, Contributions, Accomplishments and Best Practices:

School of Medicine Ranking - U.S. News & World Report has ranked UC Davis School of Medicine among America's best medical schools, after assessing medical schools across the country for both the quality of their research training and primary-care training. This year's rankings place UC Davis School of Medicine at 20th for primary care and 47th in research.

Medical Center Ranking - UC Davis ranks among the top 50 hospitals in America, according to an annual survey of *U.S. News & World Report.* The survey ranks medical centers nationwide in 16 specialties, and examines death rates, volume, balance of nurses and patients, reputation and the availability of medical technology, among other measures. Out of more than 5,000 hospitals nationwide, UC Davis Medical Center was ranked 35th for orthopedics and 50th for cancer. The *U.S. News & World Report* also showed that UC Davis Medical Center's nurse-patient ratio of 2.8 registered nurses per patient bed was among the highest in the nation.

School of Nursing - *The Betty Irene Moore School of Nursing* is enrolling its first class of Master's and Ph.D. degree candidates in the Fall.

New Facility - The Health System is nearing the opening of our Surgery and Emergency Services Pavilion. The construction of the Surgery and Emergency Services Pavilion has been a dominant feature of UC Davis' Sacramento campus since construction began in 2003. This important addition to the UC Davis Medical Center encompasses 472,000 square feet and includes an emergency department, inpatient operating rooms, Central Processing department, cardiothoracic surgical intensive care unit, neurosurgery intensive care unit, a burn unit and much more.

Leapfrog Group - The Health System's best practices resulted in The Leapfrog Group naming the Medical Center one of the Top 45 hospitals in safety and efficiency. In addition, we have completed the Electronic Medical Record rollout which allows us to work in a completely paperless environment.

Success in Grant Funding - The Health System has submitted more than 300 grant proposals and we have received $18 million in funding, which includes $12 million for the MIND Institute.

Telemedicine - We play the lead role for the state telehealth network by connecting 860 sites to improve access to medical resources for rural residents. Our telemedicine expertise was promoted in the November 2009 Parade Magazine article.

Rural-PRIME - We have expanded success in Rural-PRIME which prepares students for service as primary-care physicians in underserved rural areas. New sites have been established at the Tahoe-Forest Hospital in Truckee, Sutter Amador in Jackson, Sierra Kings District Hospital in Reedley, and Shasta Community Health Centers in Redding.

Leadership Development Program – We offer this program to faculty and managers. It was developed for the Health System by the Coro Center for Civic Leadership. This program is designed to build culturally competent, collaborative and results-oriented leadership skills.

Foundational Training - The College for Administrative Assistant Motivation and Preparedness Program provides foundational training courses to employees, such as classes in business writing, customer service, medical terminology, finance, accounting, and grants development.

School At Work - As part of the Health System's succession planning and commitment to career development, Human Resources sponsors School at Work (SAW), a career-laddering program. The career and learning plan for this program was developed specifically for healthcare facilities with a focus on providing entry-level employee groups an opportunity for workforce development, internal hiring, career advancement and continuing education.

Issues and Challenges Impacting Staff

The last couple of years have been particularly hard on staff. Multiple years of severe budget reductions and increased emphasis on administrative efficiencies have created a "perfect storm" in which staff perceives themselves as being in the eye. This combination of factors has created a pace of change previously unknown in the University environment which in and of itself creates great un-ease. In addition to being perceived as a target there are practical outcomes that affect quality of life as a staff member. Major reorganizations have many units down to bare minimum staffing levels. Remaining employees have been asked to take on additional work and/or new work with little thought given to other duties/tasks that could be stopped or reassigned. In some situations we lack the tools necessary to capitalize on desired efficiencies and need to streamline work (e.g. technology systems). Staff has been furloughed, some have been laid off (or fear they will be laid off) and for many of those remaining there have been no pay increases. In general it seems that many staff have

the sense that there is simply no safe harbor and that they are vulnerable in ways never experienced before.

On our campus one clear sign of increased angst and stress in the staff population is the huge increase in demand for services from our Employee Assistance Program. Not only is the demand three or four fold but there is also a significant increase in the severity of the cases our counselors are seeing.

UNIVERSITY OF CALIFORNIA STAFF

Biennial Accountability Sub-Report 2010

UC Irvine

Staff Accountability Sub Report: UC IRVINE

Purpose:

To highlight UC Irvine staff contributions to the university's mission of teaching, research and public service during the past year, which embody the campus values of respect, intellectual curiosity, integrity, commitment, empathy, appreciation, and fun.

Location Narrative for UC Irvine:

UC Irvine is a top-ranked research university that serves the state, the nation, and the globe by educating tomorrow's innovative leaders in the arts and sciences and by teaching community responsibility through service. UC Irvine's 8,400 staff members contribute to these activities by supporting students, faculty, and others in their research and educational pursuits while creating and maintaining a climate of administrative and service excellence.

Staff Contributions, Accomplishments and Excellence:

UC Irvine staff pulled together in a tough economic climate to support the strategic campus vision of *Growth with Excellence*, which resulted in unparalleled increases in research awards, student achievement, and support by the community. Further evidence of staff contribution to the campus' accomplishments is the abundance of recognition from professional organizations and peers.

- UC Irvine earned its third consecutive **Best Workers' Compensation Award** from the University of California Office of the President for achieving the lowest premium rate in the UC system. The campus also won its fourth UCOP Award for Excellence in Environmental Health & Safety.
- The Anteater Recreation Center expansion and Bren Hall earned **LEED NC Gold certification** from the U.S. Green Building Council, the fourth and fifth awards of its kind on campus.
- UC Irvine's communications and advancement teams won **Gold Awards from the Council for Advancement & Support of Education** for external tabloids and newsletters, science newswriting, photography, creative use of technology, and a Circle of Excellence Award for fundraising video production. In the past seven years, these units have received 44 such awards.
- Environmental Health & Safety's quarterly newsletter *Safety Matters* received the **2010 Campus Health, Environment & Safety Management Association's Award of Excellence**.
- UC Irvine's Parking & Transportation Services staff demonstrated leadership and received numerous awards for sustainability efforts including the **Green California Leadership Award** in Transportation from Cal EPA for its automated bikeshare program, the **Silver Medal from the U.S. EPA Center for Transit Research** for a transportation demand-management program, and a **Perfect 10** rating in transportation by the Sierra Club.
- UC Irvine's Office of Information Technology working with staff from the Donald Bren School of Information and Computer Sciences won the University of California **Larry L. Sautter Gold Award for IT Innovation**. Collaborating with UC San Diego, the team took its online faculty recruitment tool to the multi-campus level.
- UC Irvine's Student Affairs division received a **Green Campus Award** for energy and water conservation in a dining hall that also became the campus's first zero-

waste facility by implementing trayless dining, reusable tableware, recyclable fryer grease, and more.

Community Outreach, Volunteerism, and Service

Outreach: UC Irvine staff expended significant effort building relationships with community members and bringing the campus' mission and values into the local community as illustrated below:

- **Center for Educational Partnerships:** Under the auspices of student affairs, CFEP built partnerships with K-12 schools and community colleges and assisted more than 24,000 students annually in nearly 200 school districts. Staff has secured $60 million dollars in extramural resources in 13 years, which support more than 20 programs that engage students, teachers, and parents.
- **Campus Conversations Series:** Office of Equal Opportunity & Diversity invited community leaders to campus for dialogues on contemporary topics demonstrating appreciation of different opinions and points of view.
- **Anthill Village Community Garden:** Staff members administered 99 garden plots where faculty, students, and community members share gardening experiences that promoted the value of fun while demonstrating stewardship of the environment.
- **Urology Leadership Council:** Organized and led by dedicated School of Medicine staff, local high school seniors learned to appreciate the value of intellectual curiosity while playing the roles of medical students for a day and working with laparoscopic and robotic instruments.
- **Shaping the Future:** Advancement staff demonstrated the value of commitment, pushing the $1 billion campaign past the half-way mark.
- **iMedEd Initiative:** Staff in the School of Medicine procured iPads and developed cyber-curriculum for 104 incoming medical students, showing a commitment to excellence and creativity in the provision of learning environments.

Volunteerism and Service Activities: UC Irvine staff demonstrated the campus value of empathy as they engaged with the community through volunteer organizations and service, such as the following:

- **Comfort for hospitalized children:** UC Irvine Police Department organized the donation of plush toy animals to children in neonatal intensive care and cancer units in Orange County hospitals.
- **Change for change in Haiti:** Parking & Transportation Services and Center for Service in Action repurposed old parking meters as change donation points for UC Irvine's Haiti Relief Fund.
- **Higher education for disadvantaged youth:** Parking & Transportation Services' annual "Backpack Give Back' gave disadvantaged youth the tools to pursue higher education.
- **Help for needy families:** The UC Irvine community generously supported the Clash of the Cans food drive competition sponsored by Athletics and Parking & Transportation. The competition with CSULB provided 3,600 meals during the winter holidays. Helping Hands holiday program also assisted families in need.
- **UCI Stars:** Volunteers taught quilting skills to co-workers and provided colorful handmade quilts that warmed and encouraged cancer patients at local hospitals

and charities. Materials used includes fabric from the UCI Dalai Lama Peace Flags project.

- **Shelter for the homeless:** Facilities Management volunteers built playhouses with donated materials that were auctioned to raise funds for HomeAid Orange County, a nonprofit group that houses the homeless. UCI's efforts have raised $104,000 in the last four years.
- **Bikes for the underprivileged:** UCI Student Affairs works with Parking & Transportation to refurbish and recycle abandoned bikes. Bikes, helmets and locks are provided to those in need through the Community Action Partnership of Orange County and Helping Hands Charity.
- **Have-A-Heart Volunteer Fair:** Community service groups and agencies interested in offering volunteer opportunities participated in this campus event.
- **Academic & Professional Women:** Members sponsored back-to-school projects for shelter children, adopted families over the holidays, organized teams for Avon Breast Cancer walks, and worked in a community soup kitchen.

Programs to Promote Staff Excellence and Engagement:

Staff Recognition Programs

UC Irvine values its staff and their skills as a key factor of its continued successes. To support and promote staff excellence and accomplishments the campus recognized outstanding staff who contributed to diversity, created safe environments, embodied campus values, and supported the achievement of the campus' vision. Recognition programs included:

- **Living Our Values Award:** Sponsored by Chancellor Michael Drake, these awards went to staff, faculty, and students at UC Irvine whose actions best embodied the campus's values.
- **Excellence in Leadership Award:** Managers who improve staff morale, build an enriching work environment, and support the career development of their staff were honored.
- **Diversity Award:** Individuals and organizations devoted to promoting diversity appreciation and awareness on the UC Irvine campus were eligible to receive this award.
- **E&HS Rewards Safe Acts:** On-the-spot awards were given to people who foster a safe work environment.
- **Alumni Association's Lauds & Laurels Staff Achievement Award:** Annual recognition went to a staff member who demonstrates exceptional commitment and contribution to UC Irvine.
- **Pacesetter Award:** Sponsored by Academic & Professional Women, this rewarded efforts to improve the university and the status of women.

Staff Development Programs

UC Irvine values and supports staff development and well-being by offering skills training, career planning and innovative programming in support of staff excellence. It is recognized that such programs are vital to maintaining employee engagement and to developing future employees and leaders.

- **Connecting Staff to Campus Core:** Office of Equal Opportunity and Diversity offered orientation and professional training to staff whose jobs – such as tending the landscape or maintaining campus infrastructure– made it difficult to connect with the larger campus mission and its leaders.

- **Diversity Development Program:** Office of Equal Opportunity and Diversity offered a 10-session certificate program to increase awareness and competence in handling diversity issues.
- **UCI Leadership Academy:** Program identified, recruited and educated high-potential employees interested in future leadership positions. Projects undertaken by participants have had a far-reaching impact on the campus operations as reports and recommendations have been incorporated directly into the planning documents for UCI's new School of Law and for the successful first phase of the campus WASC reaccreditation process.
- **Career Discovery and Networking Services:** UC Irvine employees interested in self-assessment and career planning benefitted from this program while networking with other employees.
- **Management Skills:** Human Resources staff offered supervisory training as well as workshops in specialized human resource management topics for managers and personnel analysts.
- **"Think Different":** Human Resources and the Wellness & Safety Partnership sponsored workshops that provided work and life resources.
- **Wellness Initiative:** Information on healthy behaviors and practices, such as parenting, staying "healthy to 100 & beyond," and the benefits of daily exercise, were offered through this initiative.
- **Campus Search & Rescue Training:** Environmental Health & Safety taught disaster and emergency preparedness for work and home, along with training self-selected staff in search and rescue skills that can help the campus with emergency response.
- **Financial Expo:** Campus and Office of the President Human Resources staff partnered to present a daylong program to UC Irvine employees that highlighted resources for managing personal finances and retirement accounts.

Staff Engagement and Stewardship

- **Budget and Planning Workgroups:** Staff contributed to and engaged in campuswide planning groups at the highest levels, including the Budget Work Group, which advises the Provost on the allocation of funding to academic and administrative support units, and the Academic Planning Group, which recommends the allocation of faculty FTE.
- **Technology, Engineering and Computing Business Center (TEC):** Staff established the first campus administrative service center for contract and grant pre- and post-award activities. The TEC center serves The Donald Bren School of Information and Computer Science, Henry Samueli School of Engineering and California Institute for Telecommunications and Information technology (Calit2).
- **Staff Assembly:** Provided educational seminars and forums for engaging with senior management, offered events that included talent shows, an annual appreciation picnic, sporting events, volunteer programs, and art and performance activities.
- **Environmental Stewardship:** Staff efforts provided stewardship of the environment through the planning, construction and maintenance of 1,500 acres in the core campus while promoting a safe and welcoming environment for students, faculty and visitors.

  Further, in keeping with UCI's overall sustainability goals, staff implemented a number of conservation projects, including fine-tuning our Combined Heat and

Power (cogeneration) plant, innovative energy conservation projects including energy-efficient luminaries, and smart lighting controls. Collaboration with the California Public Utilities Commission, Southern California Edison, and Southern California Gas Company allowed UCI staff to deploy energy conservation projects that reduced overall campus emissions by more than 7 percent.

Issues and Challenges Impacting Staff:

Staff rallied to meet campus challenges in extraordinary ways, as these narratives illustrate, ensuring that vital institutional functions continued uninterrupted and that campus values and vision were advanced. This dedication was demonstrated against a backdrop of reductions and implementation of cost-savings programs that cut expenditures, but also reduced staff pay and increased workload.

UC Irvine leadership and staff members worked proactively and collaboratively to minimize the effect of reductions on operations and employees. Dialog with campus leadership allowed staff to remain engaged with budget reduction steps, which included: the UC-wide furlough/salary reduction plan, layoffs, reorganizations, a campus hiring freeze, a voluntary separation program and START (temporary reduction in time program).

While successfully meeting budgetary targets, these measures led to accelerated turnover and organizational change, reduced headcount, and heavier workload for remaining staff. Additionally, aging information technology (IT) tools and IT systems that do not address unit operation needs challenge staff to perform with maximum efficiency. Working to address this gap and maintain information technology excellence, a reorganization, and consolidation of information technology services was undertaken to focus on long-term strategic improvements. Despite challenges and change, staff members remain committed to the university and strive for excellence

UC Irvine Values

UC Irvine staff work to embody campus values in all activities while supporting and promoting the campus' vision of *Growth with Excellence*.

- **Respect** - We understand that respect is the cornerstone of human interaction.
- **Intellectual curiosity** - We are committed to learning, teaching, creativity and research.
- **Integrity** - We tell the truth and strive to earn the trust of those around us.
- **Commitment** - We always give our best effort.
- **Empathy** - We act with compassion and sensitivity.
- **Appreciation** - We appreciate different opinions and points of view.
- **Fun** - We enjoy our lives to the fullest.

UNIVERSITY OF CALIFORNIA STAFF

Biennial Accountability Sub-Report 2010

Lawrence Berkeley National Laboratory

BERKELEY LAB Lawrence Berkeley National Laboratory

a world of **GREAT SCIENCE**

... and great science solutions

BERKELEY LAB Lawrence Berkeley National Laboratory

MISSION/PURPOSE

From the infinite scale of the universe to the infinitesimal scale of subatomic particles, researchers at the Lawrence Berkeley National Laboratory — Berkeley Lab — are advancing the scope of human knowledge and seeking technical solutions to some of the greatest problems facing humankind.

PROGRAMS/ACCOMPLISHMENTS

❖ ***High-Performance Computing and Networking***

Berkeley Lab computational researchers are key participants in the Scientific Discovery through Advanced Computing program that is sponsored by the Department of Energy. Berkeley Lab also hosts both the National Energy Research Scientific Computing Center (NERSC) and the Energy Sciences Network (ESnet). NERSC is the flagship supercomputer facility for DOE's Office of Science and a world leader in accelerating scientific discovery through computation. ESNet is a super-high-speed network serving thousands of DOE scientists and collaborators worldwide.

❖ ***Earth and Climate Sciences***

Studies of earth and atmospheric processes have given us a far better understanding of our planet's history — how plate tectonics have sculpted the earth's surface, how life has been sustained over billions of years, and how our climate is a product of geological, biological, atmospheric and oceanic processes. Yet critical new questions have arisen. Berkeley Lab researchers are pursuing answers to these and other questions through programs in hydrogeology and reservoir engineering, geophysics and geomechanics, geochemistry, microbial ecology and environmental engineering. Berkeley Lab has also established a Center for Integrated Earth System Modeling aimed at providing a closer link between climate change models and mitigation efforts. Envisioned are regional models that can deliver detailed predictions about climate, water or energy more than 20 years out and global models that can forecast changes to the end of the century.

❖ ***Biosystems and Health***

Berkeley Lab is recognized as a world leader in the development of imaging technologies, such as electron and x-ray crystallography, confocal microscopy, Positron Emission Tomography (PET) and Nuclear/ Magnetic Resonance Imaging (NMR/MRI), which have made it possible to zoom in on the internal structures of biological cells and the DNA, RNA and proteins through which they are formatted. Berkeley Lab researchers also pursue advanced genomic and proteomic studies; cancer and neurodegenerative disease research; systems biology, in which biological processes and functions are studied as whole systems; and synthetic biology, in which novel organisms and systems are created to solve problems natural systems cannot. Berkeley Lab is also a contributor to the Joint Genome Institute.

❖ ***Novel Materials, Ultrafast Processes, Nanodevices***

Berkeley Lab researchers are studying the chemical and electronic structures and processes that govern material properties, taking the initial steps towards synthesizing novel materials at the atomic and molecular levels and learning to fashion these materials into valuable

Lawrence Berkeley
National Laboratory

nanodevices. Research into novel materials, ultrafast processes and nanodevices flourishes at the Advanced Light Source, which generates some of science's brightest beams of x-ray and ultraviolet light in pulses as short as a few millionths of a billionth of a second; the National Center for Electron Microscopy, one of the world's foremost centers for electron microscopy and microcharacterization; and the Molecular Foundry, which provides users with instruments, techniques and collaborators for the synthesis, characterization and theoretical studies of nanoscale materials.

❖ ***Secure and Sustainable Energy***

This effort now encompasses research aimed at the development of a new generation of green biofuels based on agricultural waste products, grasses, algae and other plants not used for food, the direct conversion of water and carbon dioxide into transportation fuels, and the application of artificial nanostructures to solar energy technologies. Berkeley Lab is the lead partner in the Joint BioEnergy Institute, a participant in the Energy Biosciences Institute, and a leader of the effort to develop artificial photosynthesis. Berkeley Lab is also one of the nation's premier institutes for advancing energy conservation and efficiency technologies.

❖ ***Matter and Force in the Universe***

The invention of the cyclotron by Berkeley Lab founder Ernest Lawrence paved the way for modern high energy physics research. In keeping with that trailblazing tradition, Berkeley Lab researchers today are leading investigations into "dark energy," a mysterious force that accelerates the rate at which our universe is expanding. Lab researchers are also at the forefront of neutrino studies. Neutrinos, the phantomlike subatomic particles that fill the cosmos and pass through our planet unnoticed, played a profound role in shaping the universe and are part of the international scientific effort to discover the origins of mass.

ISSUES AND CHALLENGES FACING STAFF

1. Space:

The health of scientific research programs is often reflected by the growth in funding, which in turn, creates a need for new physical space, or the reorganization of existing facilities to accommodate them. As evidenced by substantial increases in the Lab's budget, Berkeley Lab has now entered a growth phase, which reflects the success of its many applied and basic science programs. Finding space for new scientists and new technology, while preserving existing research synergies, will be a daunting challenge in the near term.

2. General understanding of the issues:

Addressing climate change, the need for new fuels and renewable sources of power, and carbon's effect on the planet are critical areas of Lab research. These areas have been highly politicized in recent years with numerous well-funded misinformation campaigns that challenge the very science upon which much of the Lab's work is based. As such, there is confusion and a general lack of understanding among the public around the scope, relevance and urgency of the Lab's research. Under-funding science education in recent decades exacerbates this issue.

BERKELEY LAB Lawrence Berkeley National Laboratory

3. Community concerns:

The local community is known to be generally well educated and concerned about many of the topics the Lab works to address, and the Lab has significantly improved its standing in the community in recent years. However, there exists a small group of well-funded community activists that consistently oppose capital projects and any expansion of Lab facilities.

UNIVERSITY OF CALIFORNIA STAFF

Biennial Accountability Sub-Report 2010

UC Los Angeles

UCLA Staff Accountability (2009-10 FY)

Like all UC campuses, the employment landscape at UCLA has changed considerably in recent years and unprecedented fiscal challenges in Fiscal Year (FY) 2009-10 have had an impact on staff, as well as faculty and students. Staff members have quickly adapted to the budget crisis, which has led to a period of significant organizational change on the campus and in work settings. In addition to implementing salary reductions and furloughs, cutting back on expenditures, and absorbing the impact of employee contributions to the retirement plan and increased benefit costs, the campus as a whole and individual organizations have streamlined work processes, consolidated business functions, and improved efficiency with reduced resources.

A great university must have a highly motivated, talented, and dedicated staff to provide critical services for its students, faculty, visitors, and affiliates—regardless of the economic environment. Because of the resourcefulness and resiliency of UCLA's staff, these challenging times have become a "year of opportunity".

This report outlines many of the challenges of fiscal year 2009 as well as the accomplishments that UCLA staff members have contributed to meeting the institution's needs and supporting the academic mission.

Workforce & Organizational Changes

To address fiscal shortfalls in recent years, especially in 2009, operational and structural adjustments have been made. Campus departments have consolidated some roles, left positions open when they became vacant, and utilized reductions in time and/or lay-offs where necessary. Staff hiring was also dramatically curtailed, with job postings through Campus Human Resources' Job Site declining 33% from 2007 to 2008, and another 36% from 2008 to 2009. The two-year decline in job postings from 2007 (2,009 requisitions) to 2009 (893) was over 55%. Most of the hiring activity was for replacement positions (almost 56%); and a significant amount of that hiring occurred for roles funded by research grants, gift income, or revenue-generating activities.

UCLA placed emphasis on restructuring for increased efficiency, cost savings, and improved customer service. Examples include consolidation of data centers and modifying purchasing practices through strategic sourcing. Several organizations on campus further consolidated their service centers across departments.

The systemwide furlough program mandated for FY 2009-10 generated temporary salary savings to help minimize permanent lay-offs as one component of achieving budget reductions. The plan featured graduated percentages, with lower-paid employees exposed to smaller pay reductions. For represented staff not participating in the systemwide salary reduction/furlough plan, either temporary layoffs or reductions in time were implemented in accordance with labor agreements to achieve the necessary savings. Another key strategy that UCLA employed to help lessen the financial impact on its employees and to minimize layoffs was promotion of the Staff & Academic Reduction in Time (START) Program to eligible staff. Between July 2008 and June 2010, a total of 750 UCLA employees signed up for the program, with savings of more than $5 million.

All of the measures taken to meet budget reduction targets were accomplished while accommodating unprecedented growth in the research program, as well as significant growth in medical center operations and student housing, for example.

In 2009, employees were offered additional resources to help them adapt to workforce and organizational changes. The Staff & Faculty Counseling Center hosted seminars, workshops, and "Learn-at-Lunch" programs that focused on topics such as financial health, retirement planning, and tools to relieve anxiety in the workplace. Campus advisory groups such as the UCLA Staff Assembly and the Administrative Management Group (AMG) sponsored workshops throughout the year that highlighted career development, while offering opportunities to network with campus colleagues.

Staff Development & Diversity Programs

In 2009, a variety of events to foster opportunities for staff recognition, professional development, and celebration of diversity were conducted. Participation in programs reached record numbers, including an upswing in minority attendance.

Following are program highlights:

- Staff Enrichment Program (SEP) – SEP is designed to enhance promotional opportunities for diverse staff in administrative-level positions. For the 2009 class, there were 29 participants, of which 75% were female and 72.4% were minority.

- Professional Development Program (PDP) – This yearlong leadership development program offers project-management experience and mentorships to senior professional staff. For 2009, there were 26 participants (54% female and 50% minority).

- Campus-wide In-Service Training Program – This program offers courses such as management and supervisory effectiveness, professional skill development, and customer service. During 2009, course participation exceeded 6,300 employees, of which 75.6% were female and 61.1% were minority.

- Training & Development Classes and Certificate Programs – More than 200 course topics were offered in 2009. Employee attendance hit a record high of 8,000, with an average of 50 customized training sessions held for departmental workgroups.

- Education Resources Fair – In 2009, the Education Resources Fair, designed to provide service, clerical, and skilled crafts employees with information about professional and educational resources, attracted approximately 1,000 employees—more than three times as many as the previous year.

Work-Life Resources

Programs were conducted to enhance morale and help staff balance their work/life needs. These activities are aligned with Chancellor Block's identified priorities, including an

initiative called "Building a UCLA Community" that seeks to create a vibrant presence on campus through efforts to address more affordable on-campus or near-campus housing, enhance access to childcare for working families, and enable employees' children to enroll in nearby schools, all in support of recruitment and retention.

Staff Recognition & Engagement Opportunities

As a high priority, UCLA provides recognition to employees who have demonstrated outstanding individual and/or team performance, as well as those who have made extraordinary contributions to the University community as a whole.

Staff Advisory Groups were active in sponsoring events to foster a welcoming work environment and effective communications. Activities included events such as the Chancellor's quarterly Staff Breakfasts sponsored by the Staff Assembly; the Budget Town Hall; and the new Emerging Research series, a lecture series jointly sponsored by the Staff Assembly, the UCLA Academic Senate, and Campus Human Resources.

In 2009, the UCLA Staff Assembly awarded the Chancellor's Excellence in Service Award to four staff members for their outstanding service in the areas of Sustainability, Diversity, Civic Engagement, and "True Bruin", along with the Faculty/Staff Partnership Award and fifteen Staff Scholarships supported by voluntary fund-raising activities. In coordination with Campus Human Resources, the Administrative Management Group (AMG) presented the Excellence in Leadership (EXCEL) Award to recognize senior staff who made exceptional contributions to their organizations and the campus.

In May 2009, the Chancellor hosted the annual Staff Honors Reception to recognize development program graduates, along with their mentors and supervisors. More that 250 people attended this special event at the Chancellor's Residence. Additionally, quarterly discussion sessions on "Women in Leadership" were held, and along with faculty and students, staff were active in celebrating UCLA's 40th Year of Ethnic Studies.

Also in 2009, UCLA launched the nation's largest-ever, university-organized volunteer day. On Sept. 21, 2009, more than 5,000 UCLA staff, faculty, alumni, and students kicked off Volunteer Day, along with creation of the online UCLA Volunteer Center. Both of these events fulfilled a commitment by Chancellor Block to enhance UCLA's engagement in public service and position the University as a national leader in volunteerism. Planning is underway for the September 2010 event.

UNIVERSITY OF CALIFORNIA STAFF

Biennial Accountability Sub-Report 2010

UC Riverside

Staff Accountability Sub Report: UC Riverside

Purpose:

To highlight the contributions made by UCR staff to the University's mission of teaching, research and public service.

Location Narrative for UC Riverside:

UCR transforms the lives of the diverse people of California, the nation and the world through the discovery, communication, application, and preservation of knowledge – thereby enriching the state's economic, social, cultural, and environmental future. By serving as leaders both on the campus and in the community, staff amplify UCR's impact in contributing to the social, cultural, and economic growth and well-being of the region. The contributions made by staff to further this mission, along with challenges faced along the way, are highlighted below.

Staff Contributions, Accomplishments and Excellence:

The UC Riverside's strategic plan, UCR 2020: *The Path to Preeminence*, which sets forth a vision of excellence and a framework for UCR's future growth and development, reflects the vision and work of the campus community—faculty, students, staff, alumni and community leaders. Staff served on each of the eight strategic planning subcommittees; the thoughts, ideas, and vision of staff contributed to the plan's development, a plan that will provide guidance and direction for the decade ahead.

On Campus

UCR offers a premier undergraduate experience that embraces its commitment to excellence, diversity, access and engagement. UCR offers every student accessible academic support programs and student services and high-quality, proactive developmental academic advising by staff. Below is a sample listing of staff contributions that enhances and supports UCR's premier undergraduate experience:

- ***Early Warning Program*** provides timely assistance to students who are at risk of receiving a failing grade in certain targeted classes. Students receiving an early warning meet individually with trained Peer Educators, with the immediate goal to improve the ability of students to pass targeted classes. The long-term goal is to improve students' overall academic performance.
- ***Course Evaluations*** were moved online, iEVAL, in fall 2009. To increase student participation a marketing campaign was launched to educate students on the value of their feedback through filers, email reminders, and a video. The fall 2009 iEVAL results yielded a 72% response rate, followed by a 78% response rate in the following two quarters.
- ***Teaching Assistant Development Program (TADP)*** was revamped to strengthen TAs teaching skills. The program includes multi-day orientations, individual mentoring, an international student language lab, and a series of professionalization seminars. The completely redesigned TADP website is interactive, successfully integrating cutting edge social networking tools, including Blackboard 10, Facebook, Twitter, YouTube and

WordPress into a comprehensive communication system that speaks the language of the 21st graduate student.

As a research university, UC Riverside is distinguished by its commitment to achieving excellence in its research. UCR staff researchers and laboratory and field personnel are essential partners in the research enterprise. Staff serve on teams that, for example:

- ***Won*** a $1.8M grant that will help entomologists come closer to curtailing the spread of malaria and other mosquito-borne diseases.
- ***Improve*** descriptions of books published before 1801 that are part of the Google Books digitized archive, helping entire communities of scholars.
- ***Develop*** a new mandarin (or tangerine), 'DaisySL', for commercial production.
- ***Establish*** programs focused on the major pests of California citrus resulting in an effective citrus integrated pest management program for the state.
- ***Provide*** essential services and training to faculty on proposal writing and research funding opportunities; contribute to the success of engineering faculty in receiving numerous NSF CAREER awards.
- ***Manage*** Intelligent Transportation Systems (ITS) research efforts that target environmental goals.

UCR is committed to increasing the effectiveness and efficiency of the campus infrastructure, including the administrative structure, facilities, and services in support of university's mission. Below is a sample listing of staff contributions in the area of quality improvement and cost containment of administrative services.

- ***eBuy Procurement System ~ Strategic Sourcing Agreements***: UCR's procurement system, through the blended use of hosted/punch-out catalogs and electronic requisitioning, led to a rate of 95% utilization of UC Strategic Source Agreements and cost savings of $1,972,276 for 09/10.
- ***Riverside City Municipal Utility Partnership*** (contract Sept '06 – Aug '11) and our ability to shed load during mandatory load shedding periods by use of our TES (Thermal Energy Storage) have resulted in $2.5 to $3 million savings per year on electrical purchases. This has allowed UCR to avoid utility deficit during the last 12 years and to build and pay for two 2.5 million gallon TES tanks, and a satellite chiller plant.
- ***Financial and HR Service Centers*** established to deliver financial and human resources services to the Finance and Business Operations unit resulting in greater efficiency, higher quality of service, lower risk (increase compliance) and lower cost.

Information technology at UCR plays a role in innovative pedagogy to enhance student success, improve communications, stimulate leading edge research and creative activities, and increase efficiency in administrative operations. Information technology is used to create smarter, more intelligent business systems; expand on-line training; and provide self-service functionality for students, faculty, and staff. Below is a sample listing of staff accomplishments and excellence in the area of information technology:

- ***Grad SIS Online Graduate Admissions System***—2010 Larry L. Sautter Award (Silver). Highly competitive world of graduate admissions requires campuses and graduate programs to be efficient, agile and highly responsive in order to recruit the best graduate students. In Grad SIS, UCR has developed a tool that enables the campus graduate programs to exhibit precisely these qualities.
- ***Financial Aid – A Phased ERP Approach***—2010 Larry L. Sautter Award (Honorable Mention). Accomplished the implementation of a component of a major ERP system (Banner Financial Aid), migration from a legacy database, creation of transparency and integration of legacy and new systems with no increase in permanent budget and an "on time" delivery.

UCR is a national exemplar for diversity. The campus continues to build on this vital strength. An important element in achieving a culture of diversity and inclusion is campus climate. Below is a sample listing of staff contributions, accomplishments and excellence in the area of diversity:

- ***African Student Programs*** hosted the African Black Coalition this year that facilitated a valuable conversation between about 600 African American students and President Mark Yudof. Staff members from the campus coalesced into a support system for an event that made a personal connection between UC leadership and students facing a crisis of confidence about the system.
- ***Diversity Education and Leadership Initiative (DELI)*** delivered a comprehensive series of seminars and activities to staff, faculty, and administrators in support of UCR's mandates of inclusion, excellence and diversity.
- ***Making Excellence Inclusive Diversity Certificate Program*** was launched. As part of the course requirements, project teams develop diversity action plans and resources for the campus. Ten diversity resources have been developed thus far ranging from workshops to strategies for addressing bias.

UCR strives to integrate sustainability into every aspect of research, teaching, and public service. UCR is also committed to maintaining a safe environment for its students, faculty, staff, visitors and members of the general public. Below is a sample listing of staff contributions, accomplishments and excellence in the areas of sustainability and safety:

- ***Housing Sustainability*** program secured a $350,000 grant for a comprehensive CRV recycling program resulting in the doubling of tonnage of CRV recycled in its first year; installation of Hydration Stations providing 6,000 residents with reusable water containers.
- ***Dining Sustainability and Conservation*** program eliminated residential dining trays resulting in a water savings of 8,000 gallons per week; provided 6,000 residents reusable grocery bags, saving about 67,000 bags for 09/10; diverted 200 tons of food waste from the landfill since deploying a food waste composting program.
- ***Workers' Compensation program*** was recognized with the Best Reduction in Workers Compensation Rate award (a reduction of 26.6%) for 2010 by Office of the President. The program surplus increased 64% to $3.6M, as a result of the efforts of the Workers'

Compensation Unit, Environmental Health & Safety, and campus departments in instituting strategic loss prevention and loss control initiatives.

In the community

University Advancement educates, enlightens, and engages friends and the public to inspire investment of time, talent, and treasure in the future of UCR. Contributions made by University Advancement staff include:

- ***National Media Coverage Initiative*** provides media coverage of a range of research innovations on the campus including drought-resistant turfgrass, the relationship between second-hand smoke and liver disease, and the opening of new centers that will study solar energy and global health.
- ***Integrated Marketing Initiative*** through a specialized web site that includes photography, video, and discussions with campus researchers, the value of a research university is showcased. Focus is technology, health and sustainability and includes specific ways that UCR impacts the world. A companion piece was sent to leaders in higher education, government and business.

University Extension provides educational opportunities that advance careers and enrich the lives of community members.

- ***UCR Extension Homestay Family*** program is led by staff and has placed thousands of visiting international students from over 50 countries. Nine hundred and fifty (950) international students were placed with families in 2009-10. Families and students establish lifelong relationships during the homestay experience.

ALPHA (Academy of Learning through Partnerships for Higher Achievement) spreads the word about math and science careers and shows teachers and students the joys and benefits of studying mathematics and science.

- ***ALPHA*** is a staff led center reaching more than 119,400 students, 845 administrators, and 9,900 teachers and impacts approximately 190 schools; the program has brought national recognition to UC Riverside.

UCR Palm Desert is a catalyst for diversification of the inland desert region by providing relevant regional research, innovative graduate programs, creating partnerships that advance the public good, and impacting the cultural life of the community.

- UCR PD staff convened community leaders to create a regional economic development plan and to explore issues of consequence to the future of Coachella Valley.

Staff Programs/Best Practices/Innovations

Staff Recognition Programs

Staff recognition is an on-going focus at UCR. Between 2006 and 2007, work groups were convened to bring ideas and recommendations concerning staff recognition to the forefront. These efforts kicked off an exploration of ideas that has increased recognition opportunities for

staff. Highlights of some of the recognition activities that occur regularly at UC Riverside are provided below:

- Regular recognition for exceptional work performance is incorporated into the culture of many organizations on campus. Programs that recognize an Employee of the Month and Group/Team of the Quarter are found across campus.
- Group/Team appreciation events are celebrated by organizations on campus in response to achieving significant milestones in their business cycle.
- Staff Assembly coordinates a number of meaningful recognition awards to showcase the many contributions that staff make to the campus community. Awards focusing on topics such as People Helping People, Outstanding Staff, Staff Who Make a Difference, and Get Recognized Peer Recognition are valued components to the recognition culture of the campus.
- Department staff who provide front-line support in the area of employee benefits to our workforce of over 6,000 staff and faculty are recognized bi-annually.
- The Staff Recognition Award is a symbol of appreciation to staff who have reached career milestones. The institution of the five year service recognition award was a recent addition to the program, a direct suggestion from the Staff Recognition work groups. At the 30 year+ milestones, staff are invited to a luncheon/reception with the Chancellor. Public ceremonies to honor staff who have reached UC service milestones are integrated into the campus culture.
- Staff profiles and staff climate issues hold a spotlight in InsideUCR, the faculty-staff newspaper, another outcome of one of many ideas generated by the Staff Recognition work groups.

Staff Development Programs

Professional development is essential to create success for the campus and for its employees. UCR has a robust Education and Development program for staff. A few programs offered are highlighted below:

- ***Building Core Supervisory Competencies*** program has graduated over 150 individuals that have a desire to develop a broad range of skills to their performance in carrying out supervisory duties. This six month program uses self-assessment surveys, case studies, lectures and group exercises.
- ***Emerging Leader Program*** is a comprehensive program dedicated to developing internal talent. This one-year intensive training offers participants the opportunity to put their career goals on the fast track by enhancing their management skills, collegial networks, and understanding of the University culture. It also assists UCR in its efforts to identify, grow, and sustain the diverse leadership talent that's right here on campus.
- ***Performance Management Certificate Program*** increases the effectiveness of the performance management process through enhancing performance management skills. The program focuses on essential elements of performance management such as assuring an understanding of campus and unit goals and strategic initiatives, clarifying expectations, providing constructive feedback, and developing staff.

- ***Next Step Program*** is designed to provide training to individuals in service occupations that will allow them to compete for entry-level administrative positions. Personal development and career guidance are also provided.

Staff Activities

A wide range of staff activities are

- ***UCR Wellness Initiative*** is a multi-faceted program, offering over 40 wellness activities to nearly 1,000 staff and faculty, fostering a campus community engaged in wellness and a balanced lifestyle which in turn contribute to a healthier workforce. Activities include Walking Fit (767 participants), Weigh Well (15 week series, Live Wise/Live Well (seminars addressing how to adjust to the change in the work environment brought on by economic changes).
- ***Faculty and Staff Assistance Program:*** Balancing the daily demands of work and home can be challenging. The FSAP offers confidential, no-cost assistance with a variety of personal or workplace concerns, ranging from stress and depression, to coping with grief and loss.
- ***Work/life Program*** strives to develop dynamic, problem-solving strategies to work/life issues such as child and elder care, alternative work schedules, and professional development. In 2009-10 a lactation accommodation program was launched including the establishment lactation sites and Parenting workshops.
- ***HeRe To Help Initiative*** includes activities and a web site developed specifically to assist the campus community in managing through the challenges brought on by the economic crisis. Activities, information and resources range from the state, UC, and UCR budget news, special workshops such as Managing Change and Homeownership Challenges, special loan programs with our local credit unions, and Low Cost/Free Food Resources and Low Cost/Free Clothing Resources.

Issues and Challenges Impacting Staff

Morale and Organizational Changes

During a period of economic uncertainty and unprecedented State funding reductions, all members of the University community have been impacted. For staff at UC Riverside, budget cuts have resulted in temporary as well as permanent layoffs, reorganizations of jobs as well as departments and organizations, salary reductions, loss of knowledge and expertise, and reduced staffing levels.

The University's goal to attract and retain the highest-quality work force by offering competitive total remuneration has also been negatively impacted by the economic crisis. For many staff, salaries have remained stagnant during the past two years, thereby delaying the achievement of the regents' plan of comparable pay.

It goes without saying, this fiscal crisis has impacted staff morale; however, at UC Riverside we continue to strive to improve the work environment through employee development opportunities, wellness programs, work/life initiatives, recognition events, and inclusion.

These activities as well as the ending of the furlough/salary reduction plan on August 31, 2010, will have a positive effect on staff morale as well as staff retention efforts.

Culture and Inclusion

An important element in achieving a culture of diversity and inclusion is campus climate. In a healthy climate, individuals and groups feel welcomed, respected, and valued. Respect for others is nurtured by dialogue between those of differing perspectives, and is evidenced by civil interactions. A healthy climate is key for staff to support the delivery of a high quality 21st century education and the development of new knowledge.

As part of the UC Riverside strategic plan, several strategies have been identified to invigorate camaraderie and a sense of well-being in UCR's diverse community. First, and most importantly, UCR will provide a safe and respectful environment; second, professional development will be made available, not only allowing for personal growth, but benefiting the institution by building skills; third, UCR will seek additional avenues for providing recognition, creating a sense of satisfaction to those whose efforts are recognized, and providing incentives for others to live up to their potential, and; fourth, campus leadership will continue to provide open and frequent communications.

Creating a sense of well-being and a people-centered environment also involves an understanding of the importance of diversity. Efforts will continue to be made to increase staff diversity including not only race, ethnicity, and gender but also inclusion of groups from various religious beliefs, disabilities, sexual identities and orientations and political views. However, diversity is more than numbers, it is also about diversity of ideas, programs and perspectives. To strengthen our culture of diversity and inclusion, Chancellor White is in the process of appointing a campus Advisory Council on Campus Climate, Culture and Inclusion that includes faculty, staff, students, community members and alumni. The charge of the UCR Council is to provide advice to the Executive Vice Chancellor/Provost and Chancellor regarding ways to strengthen the bonds of diversity, community, and inclusion at UCR.

UNIVERSITY OF CALIFORNIA
STAFF

Biennial Accountability Sub-Report
2010

UC San Diego

Staff Accountability Sub Report: UC San Diego

Introduction

UCSD is dedicated to the advancement of knowledge through excellence in education, research, and public service.
To foster the best possible working and learning environment, UCSD strives to maintain a climate of fairness, cooperation, and professionalism, which is embodied in the campus Principles of Community.

Staff Contributions, Accomplishments, and Excellence

UCSD staff are among the best in higher education and have a proud tradition of innovation, creativity, and industriousness. The entrepreneurial spirit and enthusiasm that UCSD staff continually show is exemplified by accomplishments **on campus** such as:

- BLINK - UCSD's electronic business portal has achieved national recognition and has served as a model for other universities' business portal development efforts.
- San Diego Gas & Electric (SDG&E) recently named UCSD as one of 11 Energy Champions among San Diego area businesses and institutions.
- Based on its array of wellness programs and services for staff and faculty, UCSD was awarded second place among major San Diego employers in the 2010 "Healthiest Employers Awards" sponsored by The San Diego Business Journal.
- UCSD received four of the 10 Larry L. Sautter Awards for Innovation in Information Technology for 2010 awarded by the UC Information Technology Leadership Council. Two of the three golden awards (top category) went to UCSD.
- UCSD is the first university to be inducted into the Balanced Scorecard Hall of Fame, a prestigious international award for strategy execution. The Balanced Scorecard is used by many of the business areas of the campus.
- The Princeton Review has rated UCSD as one of the country's most environmentally responsible universities and the 2010 Sustainable Endowments Institute's "Report Card" named UCSD as one of 26 campuses nationwide to receive a grade of A- (the highest mark awarded).

In the Community

UCSD staff make significant contributions through volunteerism. Many UCSD staff hold leadership positions in community based organizations such as the United Way, the Chamber of Commerce, and the Urban League. Volunteer efforts are undertaken regularly by campus departments in activities such as beach clean-ups, food and clothing drives, and providing meals to families whose loved ones have life threatening diseases and are in-patients at the UCSD Medical Center.

Staff Programs/Best Practices/Innovation

A continuous emphasis on delivering the highest quality programs and services to **recruit**, **develop**, and **retain and motivate** staff is essential to UCSD's success. Examples of initiatives that can be considered as best practices in these areas include:

Staff Recruitment

- **The Hire-On-line Applicant Management System**: This system was developed by the Human Resources Department and is arguably the most comprehensive and feature rich hiring system in higher education.
- **Temporary Employment Services**: This enterprise provides temporary workers to UCSD departments, which results in substantial savings compared to using external temporary help agencies. Approximately 40% of the temporary workers who were subsequently hired into career positions in 2009 were from underrepresented ethnic groups.

Staff Development

- **Culturally Competent Management Program**: This program is being developed to educate managers and aspiring managers about how to recognize when cultures are colliding in the workplace and how to respond in a way that ensures a return to productivity.
- **Rady School of Management Executive Programs:** This learning experience is a partnership with the Rady School of Management that offers professional development for UCSD management and senior professional staff.
- **Perspectives on Leadership**: This is a series of quarterly programs featuring UCSD executives who are interviewed regarding their experience as leaders in higher education, lessons learned, and advice to prospective leaders. This series is also available via podcast.
- **UCSD-specific Web Tutorials**: UCSD offers dozens of university-specific e-learning modules and has served over 16,000 users since implementation.
- **Staff Education and Development**: A collaborative service of the campus, Staff Education and Development offers and coordinates campuswide and systemwide learning. In 2009/2010 over 20,000 enrollments were served.

Staff Retention and Motivation

- **Succession Planning Blueprint**: This plan for staff succession at UCSD encompasses five areas: (1) recruitment (2) performance management (3) training and development (4) workforce diversity (5) knowledge management. Performance dimensions have been identified that will serve as the foundation for building organizational "bench strength."
- **Staff Associations**: Twelve Staff Associations at UCSD provide a network that fosters collegiality, collaboration, and organizational synergy.
- **Employee of the Year Award Program**: Celebrating its 25th year, this annual award program recognizes professional and support staff who demonstrate exemplary service and contributions to UCSD and the San Diego community.
- **Equal Opportunity and Diversity Awards Program**: This annual program honors employees who make outstanding contributions in the areas of equal opportunity, affirmative action, diversity and furthering the UCSD Principles of Community.
- **Safety Award for Excellence (SAFE)**: SAFE celebrates UCSD employees who excel in creating and maintaining a safe and healthy workplace.
- **Annual Staff Service Awards Program**: Staff are recognized for their years of service with the University, beginning at 10 years and in five year increments thereafter.
- **Annual All Staff Picnic**: Vice Chancellors agreed to continue funding the annual picnic to show appreciation for the work of staff. A similar event, called "Celebrate the Night," recognizes evening shift staff.

Issues and Challenges Impacting Staff

Among the major issues for staff are **eroding salaries and benefits**, **rapidly decreasing advancement opportunities due to organizational downsizing and consolidations**, **growing stress accompanying growing workloads** and **the lack of opportunity to participate in decision making**. There is a significant amount of fear among staff about what the future holds for them at the University in the way of **job security**. **There is also pervasive concern among soon to be retirees** that the UC Retirement Plan will provide much less in the way of monthly income and health benefits than what was promised in exchange for their decades of loyal and dedicated service.

Staff continue to perform admirably despite the tired cliché of "doing more with less." **Significant numbers of policy covered staff** have expressed that they feel staff represented by unions are receiving advantages at policy covered staff's expense. They point to the multi-year pay agreements and avoidance of mandated furloughs that some bargaining units have achieved. **There is a growing sense of disenfranchisement among this population of employees**.

Diversity remains an issue of enormous importance to staff at UCSD. The much publicized racial incidents involving students on and off campus earlier this year caused a great amount of concern among staff. Most staff that expressed opinions on these incidents were focused on what they could do to help the campus strengthen cultural awareness, promote diversity, and prevent the occurrence of future intolerable acts. A variety of campus committees and work groups are devoted to furthering diversity among staff and the **Culturally Competent Management Program** that was planned well in advance of the student incidents will be rolled out for staff in the coming months.

As the economy shows signs of improving and job opportunities in the external market become available and ultimately plentiful during the next five years due to the acceleration of retiring baby boomers nationwide, the University will be challenged to retain talented staff. **Younger staff members at UCSD are already questioning whether they'll want to remain with an employer whose pay and benefits appear to be stagnant or declining, where opportunities for advancement are shrinking, and where a move toward more central management of the UC system may be perceived by some as de-emphasizing individual creativity.** "The Succession Planning Blueprint" will be vital to UCSD succeeding in retaining excellent staff to continue a tradition of excellence as a campus.

UNIVERSITY OF CALIFORNIA STAFF

Biennial Accountability Sub-Report 2010

UC Santa Cruz

Staff Accountability Sub Report: UC SANTA CRUZ

Purpose

To highlight contributions made by UCSC staff to the University's mission of teaching, research and public service.

Location Narrative for UC Santa Cruz

UCSC strives to serve California as a top-ranked research university and the leading institution for the education of students—fostering a culture of excellence, inquiry, creativity, diversity, and public service in developing solutions to the world's most critical challenges. The contributions made by UCSC staff to further this mission, along with challenges faced along the way, are highlighted below.

Staff Contributions, Accomplishments and Excellence

On Campus

UCSC strives to integrate sustainability into every aspect of research, teaching, and public service. Through its historic commitment to the environment, UCSC intends to be a steward of our community and a leader in advancing global sustainability. UCSC is also committed to maintaining a safe environment for its students, academic appointees, staff, visitors, and members of the general public. Below is a selected list of staff contributions, accomplishments and excellence in the areas of sustainability, workplace wellness and safety:

- UCSC placed seventh in Sierra magazine's annual top 10 greenest campuses.
- UCSC received the 2010 Acterra Bay Area Business Environmental Award in Pollution Prevention/Resource Conservation for a Large Organization for waste prevention, green transportation, and energy efficiency programs. UCSC prides itself on including students, staff, faculty and administration in efforts to green our campus and lead the way in promoting sustainability in higher education.
- UCSC's popular bike shuttle program has received a sustainable transportation award and the campus has been recognized nationally as one of the "Best Workplaces for Commuters."
- UCSC's worksite wellness program recently received a 2009 California Fit Business Award, given by the California Task Force on Youth and Workplace Wellness for promoting employee health in the workplace.
- The UCSC ErgoCruz program helps employees remain safe and healthy while working, by providing employees with the opportunity to receive expert ergonomic evaluations and training, as well as funding for ergonomic furniture and equipment,
- Safety Culture classes are offered to help campus leaders with their critical responsibility to build and sustain the shared values and practices that result in a safe workplace.

In the community

UCSC is the largest single employer in Santa Cruz County and contributes $960 million in economic activity within Santa Cruz County, which generates over 9,500 additional jobs for local residents.

Outreach: UCSC works closely with the City of Santa Cruz and the region to strengthen links between "town and gown" and leverage resources for community development. Examples include:

- Housing Task Force: Comprised of staff from UCSC and the City of Santa Cruz, the Housing Task Force meets jointly on a regular basis to address community housing needs, including both affordable and workforce units.

- Training and Development: The Training & Development Department has partnered with the City of Santa Cruz to provide technical training classes for city employees. This partnership will provide low cost training to city employees, while furthering our relationship with the community.
- Transportation Task Force: UCSC and the City of Santa Cruz jointly staff the Transportation Task Force, which explores ways to improve traffic circulation and address transportation issues throughout the city and around the university.

Volunteerism: Each year, UCSC faculty, staff and students contribute approximately 1 million hours of service to the local community. This represents an economic value of more than $12 million to the local economy. Recently, the UCSC Wellness Center partnered with the community to co-sponsor events with The Human Race: a nationwide community fundraising event for nonprofit organizations and schools.

Staff Programs/Best Practices/Innovations

Staff Recognition Programs

There are a number of staff recognition programs on campus that help promote diversity, improve morale, and cultivate community. Examples include:

- Chancellor's Diversity Award Program: This program acknowledges individuals, groups, and programs that have made outstanding contributions to furthering diversity, inclusion, and excellence at UCSC.
- Disability Resource Center Faculty/Staff Appreciation and Student Recognitions Reception: This reception honors members of the campus community who work to make UCSC more accessible to students with disabilities.
- Outstanding Staff Award Program: Established by the Alumni Association in 1995, the Outstanding Staff Award is presented annually to a staff member to recognize sustained, distinguished service by a staff member to student life, the growth and improvement of UCSC's programs, and the preservation of UCSC's unique intellectual and physical environment.
- Thumbs-Up Award: This program provides staff members the opportunity to recognize one another for a job well done. It encourages staff members to say thank you to peers, employees, and work groups that have made positive contributions in the workplace and for the campus.

Staff Development Programs

Providing professional development opportunities is essential if we are to successfully recruit and retain outstanding staff employees. UCSC's Training & Development Department offers a robust professional development curriculum for staff and academic employees. Courses and/or programs offered include:

- **Career Pathways for Administrative Assistants Workshop:** This workshop is intended for administrative assistants who are considering other job options on campus or want to begin longer-range career planning.
- **Conflict Resolution Series:** Conflict resolution courses provide tools to help campus employees
  manage conflict.
- **Diversity Inclusion Certificate Program:** This program is intended for staff who want to gain an in-depth understanding of the differences that exist in our community and who seek a greater understanding of how we can work together to build a stronger campus community.

- **Leadership Academy:** The Academy focuses on succession planning, leadership development, and understanding the framework and politics of working at UC and the UCSC campus. The program design is directly linked to the tenets of the UC mission of teaching, research and public service and enables faculty and staff to develop collaborative partnerships.
- **Lunch and Learns:** Free lunchtime sessions are designed to build community and raise morale.
- **Work-Life Balance Series:** Courses include stress reduction, financial planning, time management, nutrition, eldercare, coaching, critical thinking, etc. Enrollments in this series have exceeded 1,100 to date.

Staff Activities

- **Employee Assistance Program:** This program offers employees confidential, no-cost assistance with a variety of personal or workplace concerns, ranging from stress and depression, to coping with grief and loss.
- **Staff Advisory Board:** The mission of the UC Santa Cruz Staff Advisory Board (SAB) is to support both the educational goals of the University and the welfare and diversity of the staff. SAB is dedicated to promoting better communication and relations among UC Santa Cruz employees and administration. Programs sponsored by the SAB include the Chancellor's Staff Forums, the Thumb's Up Award Program, and the Annual Staff Picnic. SAB Members also serve on the Transportation Advisory Committee, the Campus Welfare Committee, the Title IX Advisory Committee, and the Campus Childcare Advisory Committee.
- **Wellness Program:** By emphasizing "wellness anywhere," the employee wellness program provides enjoyable opportunities for faculty and staff to practice healthy behaviors and adopt healthy lifelong practices. Activities include, CruzFit, Slugs on a Stroll, Westside Wellness, and StayWell.

Issues and Challenges Impacting Staff

Morale and Organizational Changes

Many of the challenges facing UCSC staff today are a result of budget reductions to the University and the resulting reduction of workforce and loss of historical knowledge. The impact of this has been severe on those left behind to "do more with less".

Organizational changes due to budget reductions have resulted in minimum staffing levels, while current employees have been asked to take on additional new work. In a recent survey conducted by the UCSC Training and Development Department, it was revealed that many employees are reluctant to ask for training because of the budgetary constraints on their units. In that same survey the top three training needs identified were training for computer desktop applications, information systems, and UC/UCSC business transactions and processes.

Culture and Inclusion

UCSC staff employees are proud to work on a campus that welcomes and supports a culturally diverse population. The challenges faced by staff regarding culture and inclusion tend to arise when a lack of mutual understanding and respect for the cultural elements that inform individual working styles lead to communication breakdowns, hostilities, and missed opportunities for collaboration.

In the same training survey cited above, staff employees expressed a desire for increased attention and training on issues related to culture and inclusion. They believe that both

managers and employees could benefit from training in this area. To support this interest, Chancellor Blumenthal has appointed a campus Advisory Council on Campus Climate, Culture and Inclusion that includes faculty, staff, students, community members and alumni. The charge of the UCSC Council is to:

- Monitor and evaluate the progress of UCSC campus in creating conditions of climate, culture and inclusion that will best support the mission of the University and provide equal opportunities to all UCSC students, faculty and staff.
- Identify, evaluate and share "promising practices" in efforts to create a welcoming and inclusive campus climate—looking broadly at other institutions, both public and private, inside and outside higher education, across the state and the nation.

Compensation

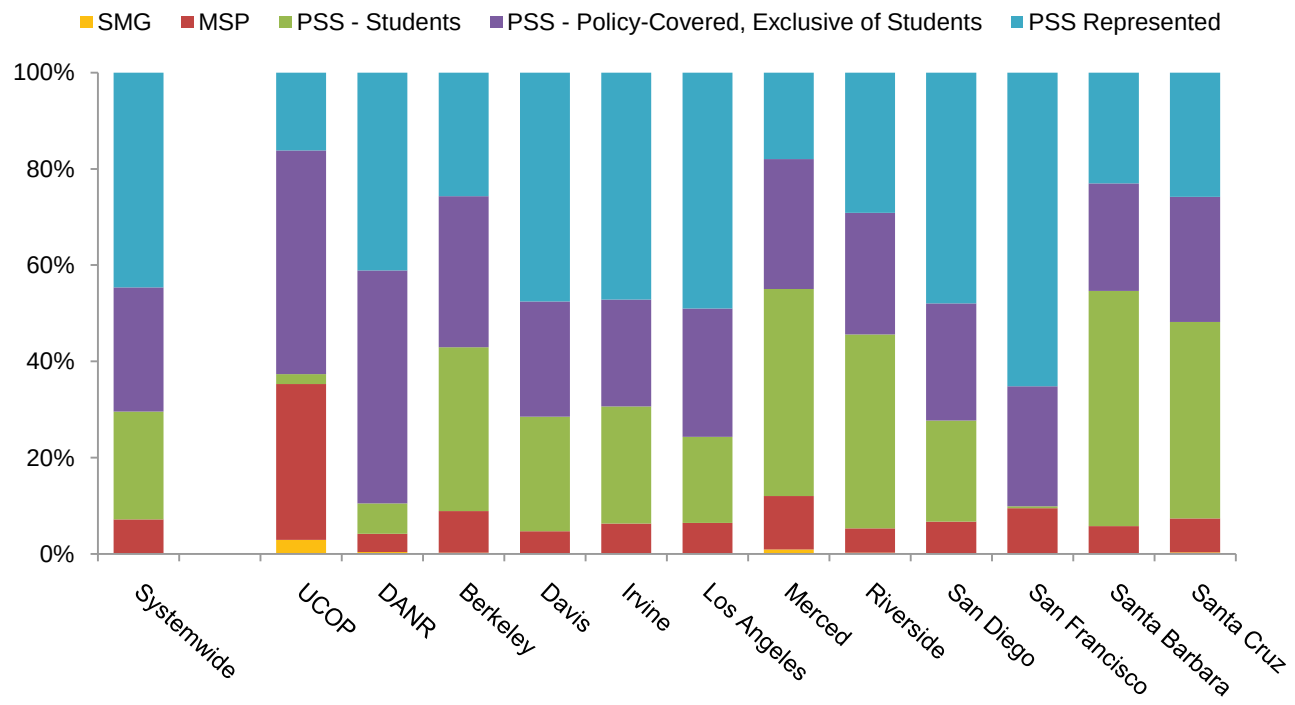
In mid 2008, a Staff Advisory Board Committee worked with Staff Human Resources Compensation on a salary survey of PSS job titles in the UC system. Based on available data, the results indicated that although not all titles surveyed show a lag, we do have significant lags in several of our most populated job titles. Also, a system-wide survey of MSP job titles, which was done in mid 2009, indicates that most MSP titles lag in both level and salary.

Rising Cost of Benefits

Many UCSC employees are at a disadvantage due to our geographic location, as the majority of employees do not live or work within the service area of the most affordable Health Maintenance Organization (HMO), Kaiser. In addition to this disadvantage, some of our employees do not live or work within the service area of any HMO offered by UC. The networks of some UC plan vendors, such as United Behavioral Health (UBH) and DeltaCare, have limited providers or specialists available in our area. Lack of a nearby UC Medical Center means that the majority of our employees are unable to take advantage of benefits such as reduced co-pays for prescription drugs filled at UC Medical Center pharmacies. As UC contemplates system-wide changes to benefit plans and further increases to employee benefit contributions, concerns over financial equity and morale are on the rise at UCSC.

Chart 12: Staff Workforce Headcount by Personnel Program, By Location; October 2009

Total Headcount = 126,756

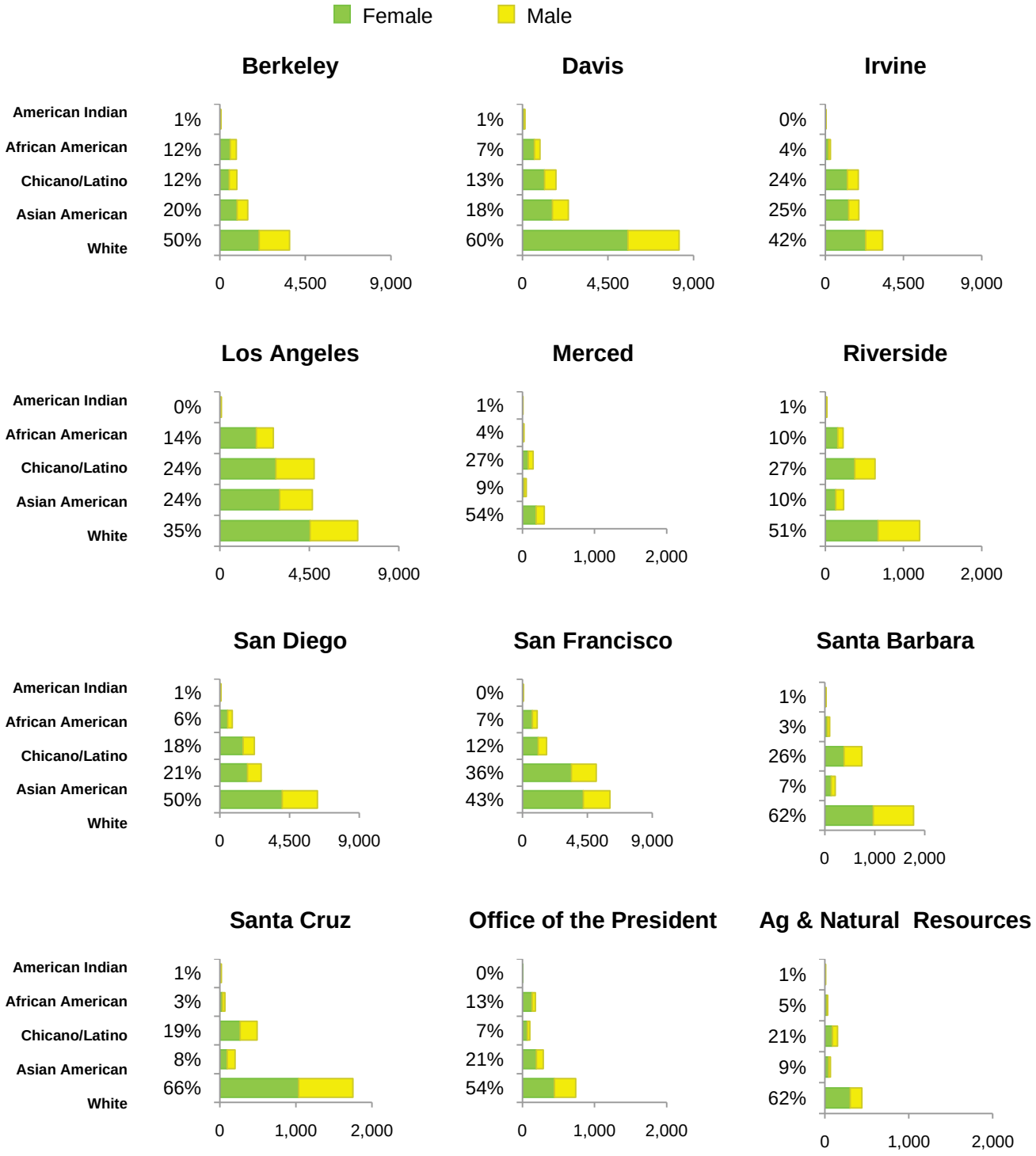


	TOTAL	*UCOP*	*DANR*	*BK*	*DV*	*IR*	*LA*	*MC*	*RV*	*SD*	*SF*	*SB*	*SC*
SMG	291	45	4	34	32	22	41	11	14	35	21	16	16
MSP	8,833	494	34	1,086	909	727	1,832	127	224	1,199	1,519	353	329
PSS:													
Policy:													
Students	28,342	32	57	4,280	4,741	2,869	5,147	492	1,794	3,848	63	3,107	1,912
Excluding Students	32,761	709	438	3,946	4,771	2,624	7,695	309	1,124	4,459	4,048	1,422	1,216
Represented	56,529	247	372	3,225	9,466	5,562	14,135	206	1,297	8,791	10,554	1,466	1,208
Total	126,756	1,527	905	12,571	19,919	11,804	28,850	1,145	4,453	18,332	16,205	6,364	4,681

Chart 13: Age Distribution of Staff Workforce by Personnel Program, by Location; October 2009

Please note scale differences.

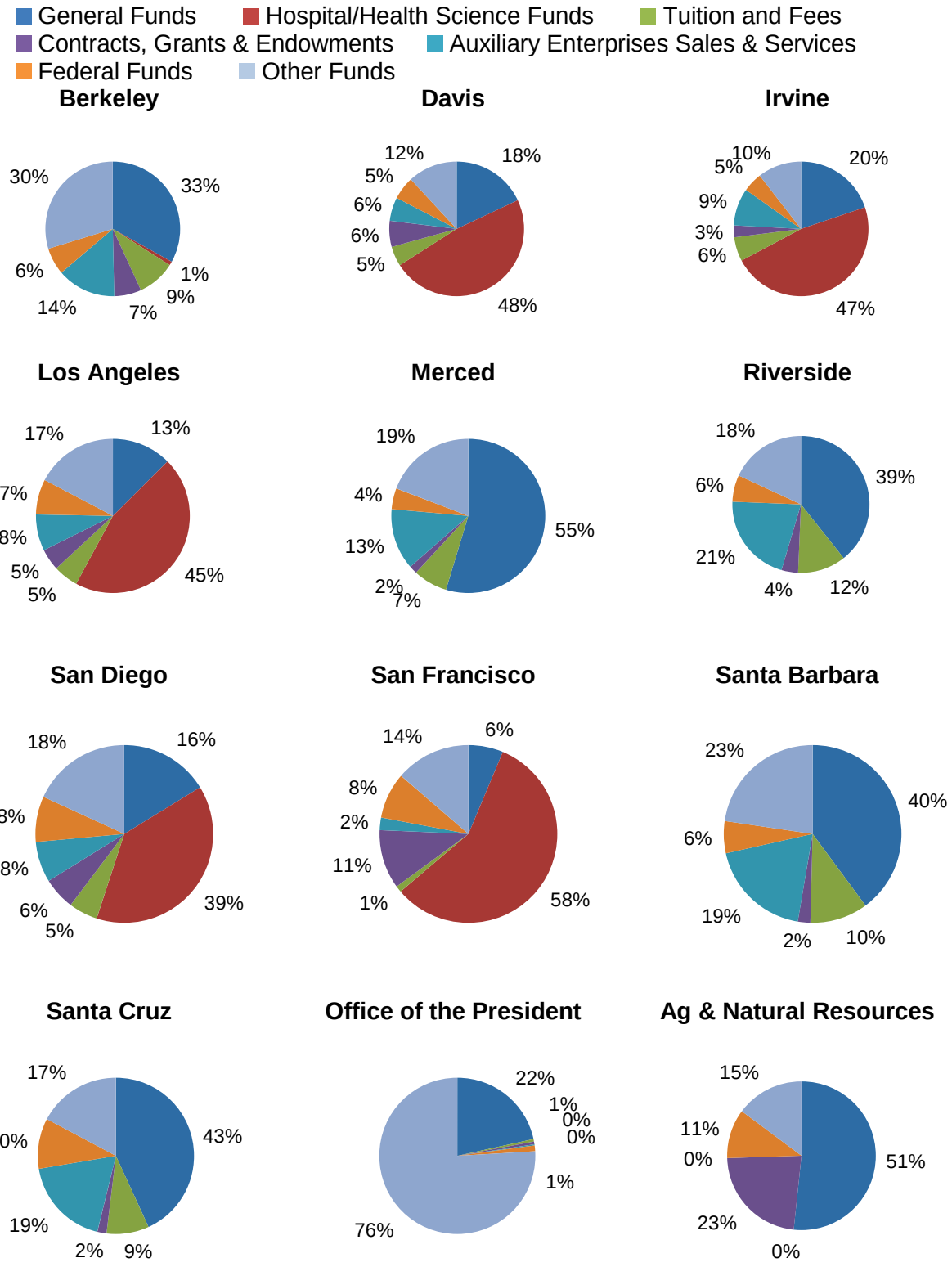
Chart 14: Composition of Staff Workforce by Race/Ethnicity* and Gender by Location; October 2009; **Career Staff; All Personnel Programs**



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

Please note scale differences

Chart 15: Percentage of Staff FTE by Fund Source, by Location; all appointment types, including students working in staff titles; October 2009



SECTION III: HUMAN RESOURCES STRATEGIC PLAN

The Mission of Human Resources is ….***To Add Strategic Value*** in Employee Relations and Policy, Labor Relations, Compensation, Benefits and Pension Programs, Talent Management and Staff Development and Retirement Administration. This HR Strategic Plan was developed after extensive consultation with all UC locations. Accomplishing the HR Strategies in these areas is a critical factor in the capacity of the University to realize its Mission for the People of California through the recruitment, retention, development and deployment of quality Staff Employees.

EMPLOYEE RELATIONS AND POLICIES STRATEGIC PLAN

Strategic Themes: Operate as an excellent employer

Mission: Build an environment of employee engagement, empowerment and involvement where people can offer their best; equip managers with tools, resources and a policy framework that facilitates an effective operating environment

STRATEGIES	SO THAT…	FUTURE IMPLICATIONS
• Reorganize the functions, distinguishing ER from LR • Increase interface with non-represented groups • Have overall ER strategies lead Labor strategies	• We continually improve our reputation with all employees • Increase employee engagement and satisfaction • Tap into the desire to drive productivity via discretionary effort • Acknowledge non-represented as a key constituency	• Sets the environment to attract and retain the best • Maintain a degree of operational flexibility via the non represented population • Drives productivity by increasing satisfaction and engagement

LABOR RELATIONS STRATEGIC PLAN

Strategic Themes: The contract is central to how we operate

Mission: Constantly engage unions and locations to foster a stable, predictable, compliant Labor Relations environment

STRATEGIES	SO THAT…	FUTURE IMPLICATIONS
• Advance a "constructive engagement" doctrine • Leverage UC as large employer with multiple unions • Commit to timely settlements • Acknowledge "closed contract" as a preferred state	• We collaborate and deal on the basis of "mutual interests" where possible • We don't allow lingering issues to create feelings of bad faith • We stabilize our operating environment	• Labor peace and stability whenever possible • Focus on operational contract terms vs. just wages and benefits • Minimization of external influences on UC • Evaluate feasibility of interest-based bargaining

COMPENSATION PROGRAMS & STRATEGY STRATEGIC PLAN

Strategic Themes: Move toward aligning with markets (particularly total cash); leverage all aspects of remuneration

Mission: Development of compensation/rewards framework and position evaluation methodology that account for relative level of contribution and emphasize pay for performance

STRATEGIES	SO THAT…	FUTURE IMPLICATIONS
• Emphasize Market-Based practices • Take a system wide view of practices • Derive common frameworks for position evaluation and performance management • Gain efficiencies in reporting and compliance via HRIS • Understand the role of cash compensation	• We lay the foundation to adjust pay practices to our relevant markets • We drive consistency of practices, set appropriate review and monitoring systems • Provide timely accurate data and transactions to the President and The Regents • We balance all other types of rewards within a total package	• Moving toward market alignment allows us to make competitive talent choices • Logical implementation of pay practices will drive internal credibility to help us attract and retain talent • Moving to more proactive approaches to compensation (industry standards) • A sustained excellent workforce and university

BENEFITS PROGRAMS & STRATEGIES STRATEGIC PLAN

Strategic Themes: Align programs to markets, leverage our size and emphasize employee value

Mission: Manage and create a health benefits strategy and programs that enhance the well-being of our employees and their families

STRATEGIES	SO THAT…	FUTURE IMPLICATIONS
• Control costs and create value for employees through plan design • Focus on giving employees choices and alternatives • Leverage UC's Medical enterprise as subject matter expert and provider	• We establish programs that are market competitive and sustainable • Acknowledge differences in employee's value equations and move from "one size" mentality • We more effectively leverage UC medical expertise	• Stabilization of cost curve • Emphasize employee responsibility in a less paternalistic culture • Possibility of expanding UC Med as a primary service provider could have cost and employee relations affiliation benefits

PENSION & RETIREMENT PROGRAMS STRATEGIC PLAN

Strategic Themes: Leverage value of Defined Benefit architecture and Retiree Health program

Mission: Manage and create programs that reward long service and help provide for post-employment income and healthcare

STRATEGIES	SO THAT…	FUTURE IMPLICATIONS
• Use PEB recommendations as our guide to sustainable offerings • View all retirement plans and retiree health as integrated parts of the employee / talent lifecycle • Balance programs with market practices	• We offer continued value to the UC population • Move forward with more balanced programming • Drive workforce behavior that builds on UC's premier status as an institution	• A workforce that reflects institutional priorities • Leverage Post Employment Benefits as a strategic talent advantage

TALENT MANAGEMENT & STAFF DEVELOPMENT STRATEGIC PLAN

Strategic Themes: Programs to better manage Human Capital, the University's primary asset

Mission: Design an approach, strategies and programs to hire, deploy, develop and retain the best people in their respective fields

STRATEGIES	SO THAT…	FUTURE IMPLICATIONS
• Resource this area, not just on paper • Inject Talent discussions into all aspects of HR programs • Evaluate support systems and current practices to support the mission • Leverage our talent pool of 180,000 employees	• We create an internal environment where organizational opportunity meets readiness of individuals • We improve our status as a preferred employer • We develop the best leaders and subject matter experts and provide advancement opportunities for both	• Prepare for a more dynamic post recession job market • Establish bench strength in key functions • We have backup and succession plans for key positions (consider organization-wide succession planning)

RETIREMENT ADMINISTRATION SERVICE CENTER STRATEGIC PLAN (RASC)

Strategic Themes: Use technology to expand the RASC service concept

Mission: Build a state-of-the-art retirement processing center and service experience that helps employees transition to the next phase of their lives

STRATEGIES	SO THAT…	FUTURE IMPLICATIONS
• Build newly in sourced center, with Service and Technology as primary points of emphasis • Look to extend the RASC continuous learning and service concept	• We maintain the smooth operation of this valued set of programs • We extend UC best practices to other employee service areas	• Consider if this concept can be scaled for other transactional work

HR SYSTEMS & DATA STRATEGIC PLAN

Strategic Themes: Use relevant data to drive Human Resource decision making

Mission: Gather, track and report on relevant metrics that influence decisions on Human Capital

STRATEGIES	SO THAT…	FUTURE IMPLICATIONS
• Explore browser-based systems and feasibility of using some common systems across UC • Work with Senior Management to develop Human Capital metrics	• We take advantage of efficiencies gained through systems and collaboration • We use readily accessible data to manage the enterprise	• We leverage our vast human capital more effectively

SECTION IV: AREAS OF OPPORTUNITY FOR INVESTMENT

PROGRAMS THAT ENHANCE RECRUITMENT AND RETENTION - University Benefits

Health and Welfare Benefit Programs

Before describing the challenges and investment opportunities, it is important to highlight University programs that have been successful for recruiting and retaining staff. Offering high quality benefit programs has been a long-standing University strategy. However, it is a strategy begun more than two decades ago when inflation in medical costs and salaries were more comparable. Then, providing benefits in lieu of pay was a common approach among public and private employers. However, medical inflation has outpaced salary inflation over time and, today, the growth in health care costs has been in the 10% to 12% range while salary growth has hovered around 3% to 4% for several years. Thus, maintaining a market position for benefits is three times as costly as maintaining market-competitive salaries. And, in fact, using benefits to balance the University's total compensation has resulted in a market lead in benefits for key staff segments, while salaries have fallen behind market.

UC's health and welfare benefit program offers different delivery model plan choices with a focus on affordability and quality. These health plan choices continue for employees into their retirement.

Based on the Total Remuneration Study completed in 2009, the overall average value of UC's health and welfare benefits was more than competitive to the market for some staff groups, primarily because of the UC benefit plan designs and the lower than market average paid by UC employees for medical and dental benefits. While the University's market position was competitive in 2009, this will need to be monitored. With medical costs rising sharply, premiums will escalate (as noted in several of the HMO plans in 2011) and the amount that UC contributes in the future will have to be balanced against funding salary increases and contributions to pension obligations. In one sense, investment in benefits in lieu of salary creates "inverse dollar leverage," given the ongoing inflation trends for these areas. Keeping a market competitive position in all areas for all University groups will be a challenge that may affect recruitment and retention outcomes.

Secure Retirement Benefits After a Full Career

The University's pension plan UCRP is another example of a successful tool for the recruitment and retention of employees. This defined benefit pension plan provides primary retirement benefits for more than 93,000 staff employees. In addition to lifetime

monthly income and survivor benefits after retirement, UCRP provides disability protection, survivor benefits and death benefits while employed. The University also offers three voluntary defined contribution benefit plans to help employees save to provide additional retirement income.

UCRP promotes the recruitment of talented young people and provides incentives for long careers at the University. The value of the pension benefits that would be forfeited makes it economically unattractive for staff to leave midcareer. UCRP provides career staff with enough income security to retire when the time is right for them. Currently, employees are eligible to retire at age 50 with 5 years of UCRP service credit. Based on actual retirement data most staff retire at age 60 with over 20 years of service credit – after a full career and demonstrated commitment to the University.

The Final Report of the President's Task Force on Post-Employment Benefits[8] provides extensive historical information and plan design background on UCRP and retiree health benefits; market comparisons are also well documented in the report, and show that UCRP leads the market by double digits for all the staff segments[9].

In connection with the work done by the Task Force, the University engaged the consulting firm Towers Watson to conduct an employee preference survey regarding post-employment benefits. Of the total respondents, 80% expressed satisfaction with the University's retirement program, over 82% indicated that the retirement program was an important reason they stay at UC, and 62% responded that the retirement program was an important reason for deciding to work at the University. Results did not vary appreciable by employee category (faculty vs. staff), location or age. These results validate the importance of this benefit offering and its success as a recruitment and retention tool.

But the University is currently at a transition point with retirement benefit programs. After 20 years of making no contributions to UCRP, employee and employer contributions resumed in April 2010, at a modest 2% and 4% respectively and future increases are planned. In the next several months, The Regents will decide on how to keep UCRP both competitive and financially sustainable. Future changes will need to be monitored so the benefits and success of UCRP as a recruitment and retention strategy are not diminished.

As for Retiree Health for UC employees, current and future benefits are earned on the basis of graduated eligibility based on a combination of age and service. Again the

[8] Final Report of the President's Task Force on Post-Employment Benefits, July 2010 http://universityofcalifornia.edu/sites/ucrpfuture/task-force-inf/

[9] 2009 Update of Total Remuneration Study for Campus & UCOP and Medical Centers, October 2009 http://www.universityofcalifornia.edu/news/compensation/comparisons.html

employee value proposition by the University is to reward long service by providing a full benefit after 20 years.

Several challenges and issues lie immediately ahead that will need to be addressed if the University is to maintain quality staff for achieving mission excellence. This moment may also provide the University with a window of opportunity for preparation and action that will enhance its mission capability for service to the people of California.

The areas of opportunity are shown in the following chart. Progress will be reported in the next biennial Sub-Report.

Chart 16: Immediate HR Strategies and Metrics Summary

	STRATEGIES	METRICS
Staff Salary Program	• Design and propose for approval a market-based compensation philosophy • Develop a framework for evaluating and rewarding pay for performance	• Implement a multi-year staff salary program • Close the market gap for key employee groups
Performance Management	• Align performance management process with Staff Development strategies • Define processes for career management	• Correlate rewards and performance • Implement career management process
Technology	• Leverage Human Capital Management systems	• Implement Systemwide HR applications
Leadership Development	• Align Leadership and Management Development programs with UC Competency Model • Leverage training resources through UC Learning and Development consortium	• Implement Leadership program • Measure Consortium savings and efficiencies
Talent Management	• Develop knowledge transfer processes within a succession planning framework • Leverage recruitment acquisition and sourcing services	• Pilot knowledge transfer and succession planning processes • Improve analytics for workforce planning

Opportunity for Investment in Staff Salary Program

Strategies:

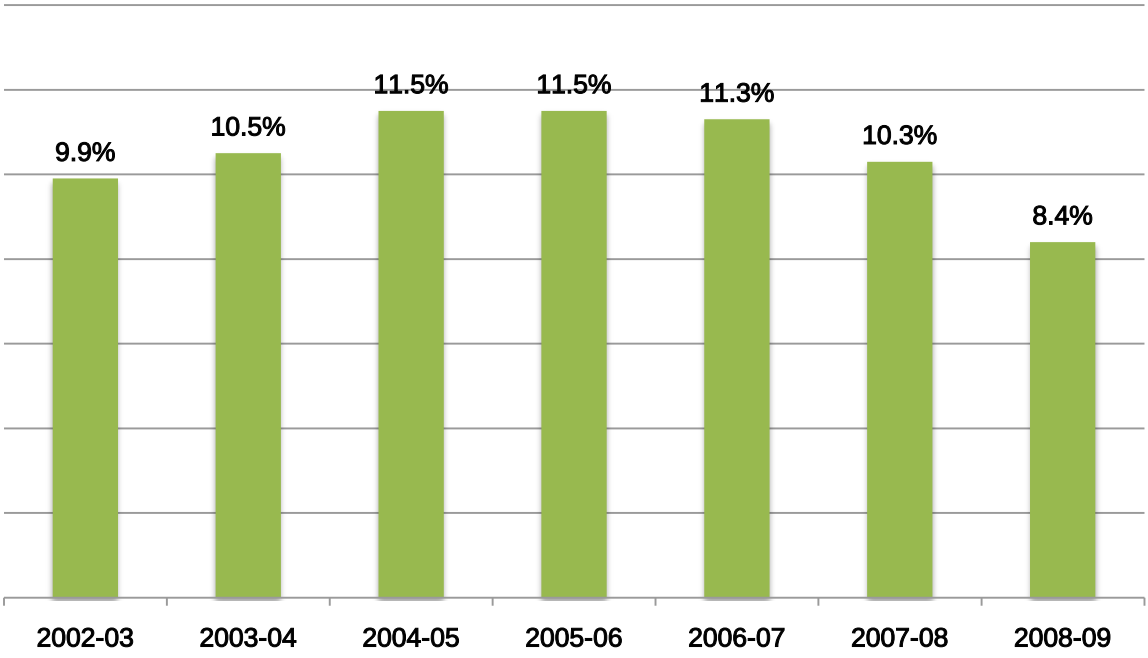
- **Design and propose for approval a market-based compensation philosophy**
- **Develop a framework for evaluating and rewarding pay for performance**

Metrics:

- **Implement a multi-year Staff salary program**
- **Close the market gap for key employee groups**

Retaining our employees who are not eligible to retire will be a challenge once the external employment market begins hiring again. This group of employees is critical for institutional renewal and provides a talent pipeline for our future workforce. The current economic crisis has reduced UC staff turnover: last year, turnover in all career staff occupations, averaged ~8 %; in the previous fiscal year it was ~10%. However, once the employment market improves UC is at risk of losing top performers – in all age brackets. But providing competitive salaries and benefits for the employees who are not eligible to retire, and who are not yet eligible for the "golden handcuffs" of our pension plan, will be a challenge. Combined with the prospect of an improved economy and job market, the University is at significant risk of losing key talent.

Chart 17: Career Staff Turnover Rates 2002 – 2009



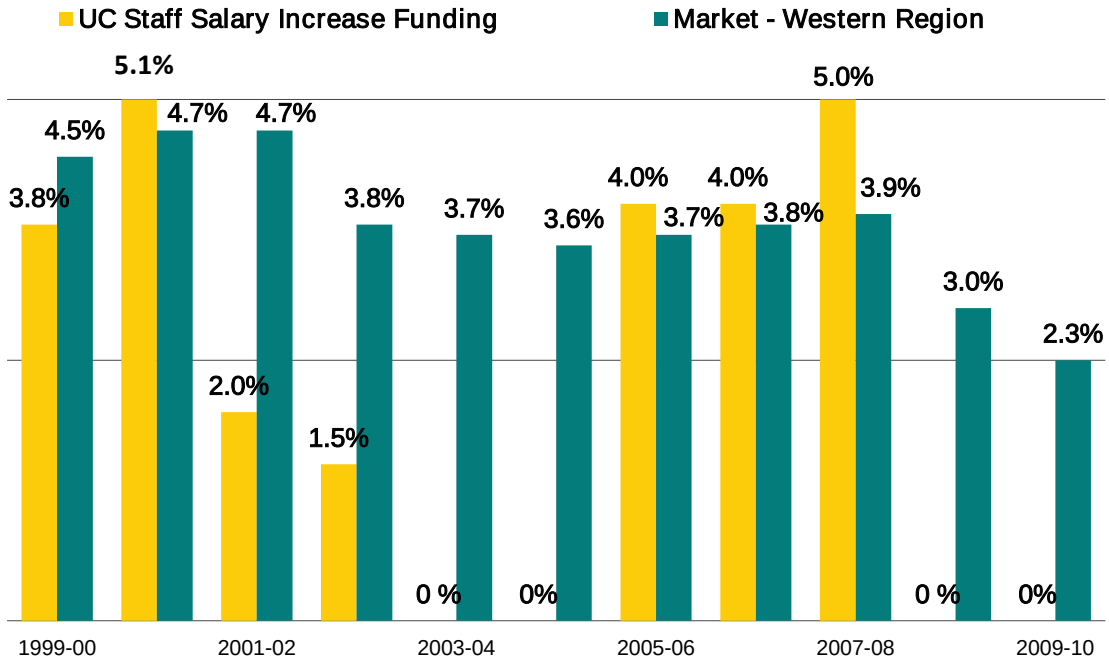
Staff turnover rates in 2008-09 were lower than usual due to the recession; as the economy recovers, UC turnover rates could rise again.

Source: University of California Workforce Profile 2009

FUNDING FOR STAFF COMPENSATION

The severe reductions in the UC budget over the past several years are well known and the financial sacrifices made by staff are described earlier in this report. Historical data illustrates the depth of the impact by showing the prolonged slippage in our market position. The following 10 year chart shows the funding levels for staff salaries as compared to the market in the western region in the United States and includes over 800 Western US employers of all sizes and industries, both public and private sectors. UC data does not include LBNL or non-state funded employee groups – i.e. medical centers. In the past decade, UC's funding pool lagged the market in 7 of the 10 years. When funding budgets grew, during 2005-2007, the University was catching up with the lags of the previous four years.

Chart 18: Staff* Salary Increase Funding Compared to Market, 1999 – 2009



Multiple years without staff salary increases have created market lags that were not offset by above-market increases in subsequent years.

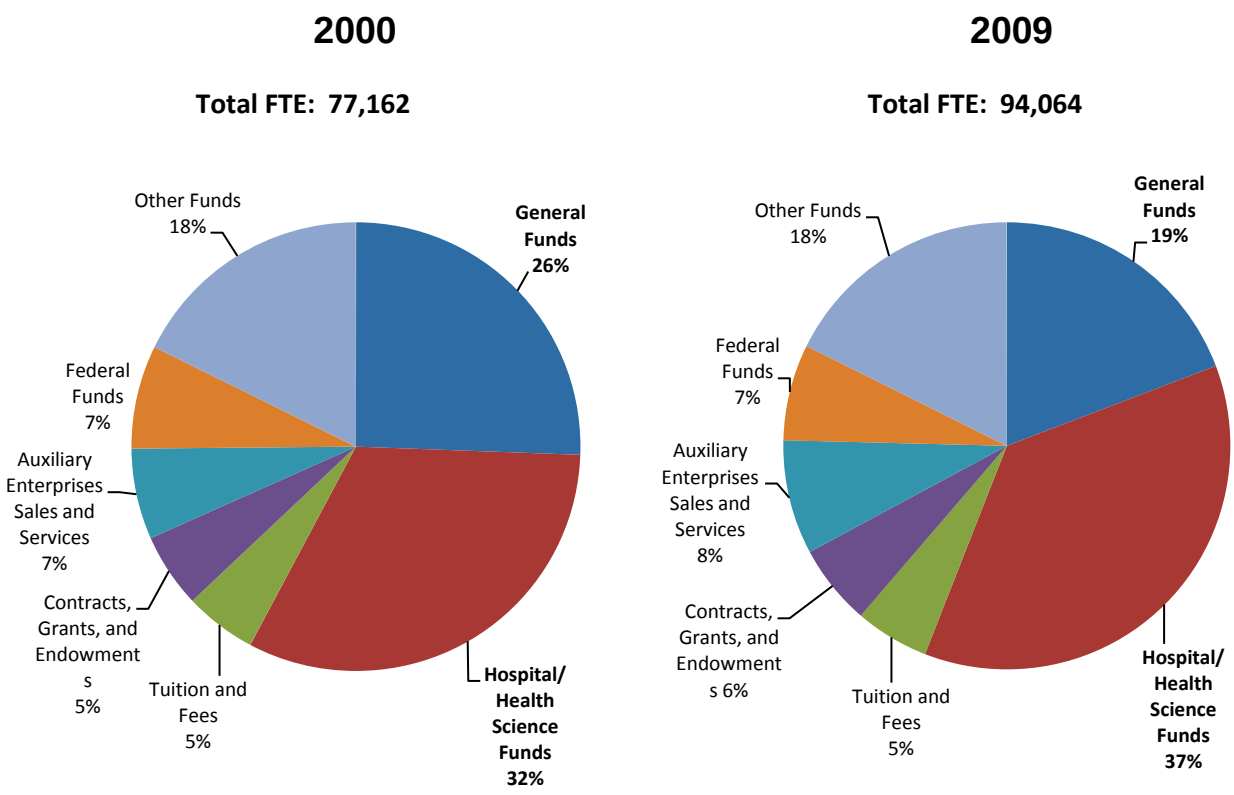
* Data does not include LBNL or the Medical Centers.

Source: World at Work Annual Salary Budget Survey. Represents data from over 800 employees from all sectors in the western United States.

The impact of budget dollars on funding staff salaries is shown in Chart 19. General Funds (primarily funds from the State of California) decreased 7% between 2000 and 2009. And in keeping with recent trends, Hospital and Health Science funds continued to be the largest proportion of funding for staff FTE (Universitywide) - increasing from 32% to 37% in 2009. The portion of FTE paid from other fund sources has remained relatively stable over the past decade.

Chart 19: Percentage of Staff FTE by Fund Source, all appointment types, including students working in staff titles (Base pay only) October 2000 - 2009

For location-specific demographics refer to Chart 15.

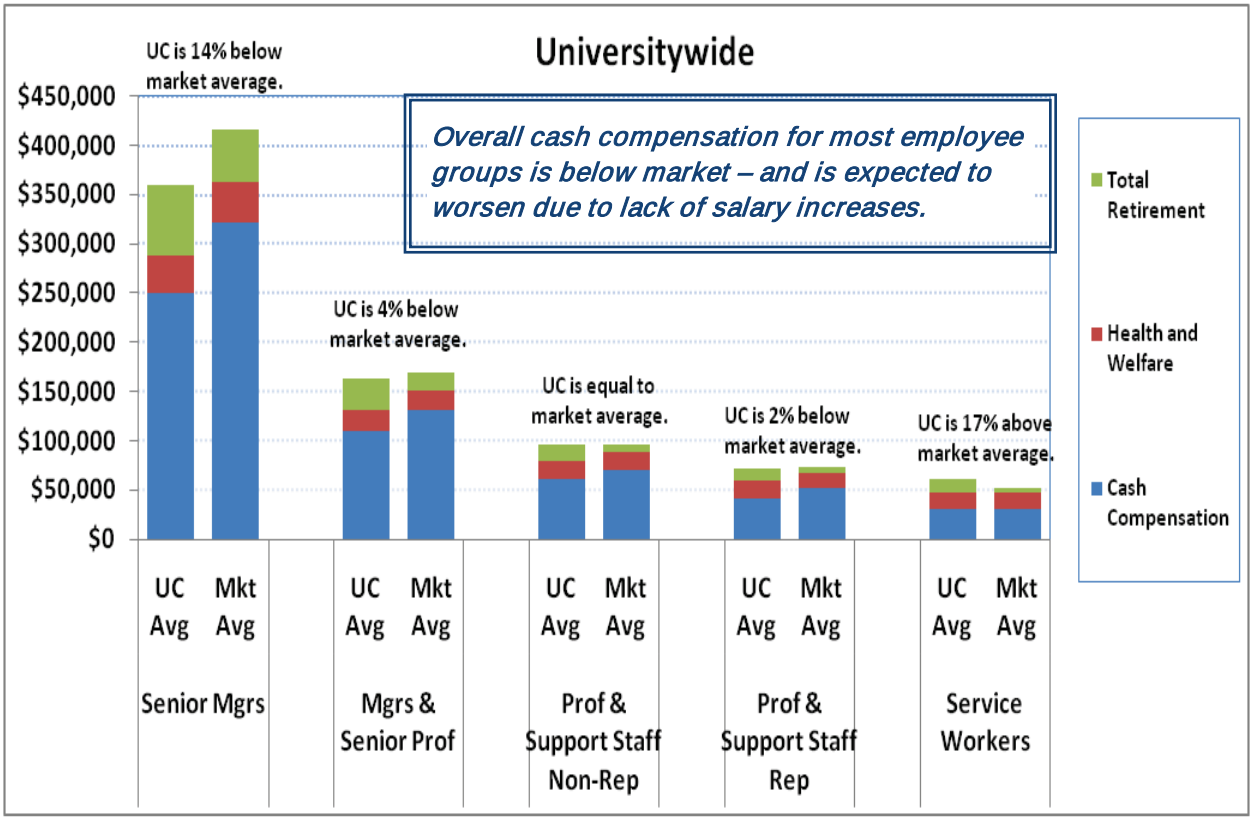


Source: Oct 2009 file CPS; excludes staff at LBNL and Hastings College of Law;

In ten years, the University's General Funds have significantly decreased while Hospital and Health Science funds have increased.

The blue bars in the following chart show the cash compensation component for various staff groups as compared to market. For all non-medical center groups[10], the University cash compensation lags market averages from -19 to -29% depending on the personnel program.

Chart 20: Total Compensation for Campus and UCOP Staff Compared to Market



Source: 2009 Update of the Total Remuneration Study for Campus & UCOP – does not include medical centers or LBNL staff

For the impact of a zero funding budget on staff salaries refer to the October 2009, Total Remuneration study (http://www.universityofcalifornia.edu/news/compensation/comparisons.html).

Currently Human Resources is seeking approval for a long-term strategy to address the staff compensation issues; working to realize a budgetary commitment for fully funding staff salaries to a market competitive level - and then maintaining the position into the future. If we do not succeed, the ability to attract and retain the highest quality staff employees will be severely damaged, thus undermining the quality of the institution.

[10] Market lags for service unit employees are a noted exception with their cash compensation market lag at minus 5%. UC medical centers do not rely on State and General revenues to fund staff salaries, as a result cash compensation positions are more competitive with an overall lag of 2% (results are from Oct 2009 Total Remuneration Report).

Opportunity for Investment in Performance Management Processes

Strategies:

- **Align performance management process with Staff Development strategies**
- **Define processes for career management**

Metrics:

- **Correlate rewards and performance**
- **Implement career management process**

Performance Management is critical to the success of building a talent management framework. If our intent is to create a working environment that encourages employee involvement, empowerment and fairness where people can offer their best, a fair and transparent process for evaluating performance and providing regular feedback must be in place: a process in which performance expectations are linked to institutional goals on an annual basis and are discussed between the manager and employee throughout the year. Performance management tools should be designed to develop key competencies and motivate and guide employees on their role within the organization, as well as showing how their performance impacts the University mission, where it is successful and how it can be improved. This is also the process for fostering professional development and setting career goals. University policy allows each location to develop local procedures for evaluating performance including the type of appraisal tool and content.

An exception to this policy is that SMG employees are required to follow the Regents Policy 7702, *Senior Management Group Performance Management Review Process*. This policy, approved in 2008, requires that SMG employees be evaluated annually using the same performance appraisal form. This form includes sections for future goals, accomplishments, and a common scale for rating leadership competencies as well as an overall performance rating. Important in Policy 7702, is the section requiring compliance with the policy, indicating that noncompliance is monitored and reported. As part of the audit program for 2010, the SMG Performance Management Review Process was reviewed for policy compliance. With this model of performance management in place for senior leadership, there is an opportunity for investment in developing performance standards and monitoring requirements for other employee groups.

Opportunity for Investment in Technology: Human Capital/Human Resources Management Tool

- **Strategy: Leverage Human Capital Management systems**
- **Metric: Implement System wide HR applications**

The preceding sections of this Sub-Report have focused on the importance of investing in our people so that the institution can prosper. Related to our investment in human capital is the need to provide staff with robust and dependable tools to do their jobs. One much needed tool is a system for managing human capital (HRMS/HRIS).

Thirty years ago the University purchased a payroll system that provided, as an ancillary function, support for processing personnel transactions. Over the years the payroll system has been modified numerous times to accommodate the ever-increasing complexities of human resources requirements. Currently the payroll system cannot support the human resources data and information needs and effectively function as the primary platform for centralized payroll.

The University recently retained the consulting firm Pricewaterhouse Coopers to conduct an activity analysis survey that would provide the necessary measurements for a business case to replace the existing payroll system. At the same time, Hewitt Associates was asked to design a HR/Payroll Application model for the University. An interim report recommending an updated Payroll application is expected to be released in January 2011. Central to the preliminary report findings is the requirement for a fully functional Human Resources Information System (HRIS) that interfaces with the Payroll System. Because of the integrated nature of the payroll and personnel data in the Payroll System, UC cannot replace the Payroll System without implementing a HRIS

This is an opportunity for University investment that is expected to yield centralized efficiencies and standardization across the system, as well as enabling the kind of sophisticated reporting and data analysis required by The Regents, the State and Federal entities. Progress on meeting this goal will be monitored in future accountability Sub-Reports.

Opportunity for Investment in Leadership Development

Strategies:

- **Align leadership development programs with UC competency model**
- **Leverage training resources through UC Learning and Development Consortium**

Metrics:

- **Implement leadership program**
- **Measure Consortium savings and efficiencies**

Leadership development and staff training programs are critical for mitigating the business risk of non-compliance with federal and state requirements while at the same time developing in-house talent. Effective training and development programs help to retain talent by providing continuous learning opportunities that helps enrich careers and may lead to further career advancement.

Currently, UC has an automated Learning Management System (LMS) maintained centrally through Human Resources in Office of the President. This platform provides a platform for systemwide compliance training courses on such subjects as ethics and sexual harassment prevention. In addition to the central on-line tool, campuses offer a variety of local staff development courses.

This year a Learning and Development Consortium was formed between the Talent Management and Staff Development unit in Office of the President and local training and development leaders. The Consortium is meant to share training experiences, and leverage resources through people, budget, technology, curricula and purchasing power. Implementing these goals will not only reduce redundancies across the system but also bring about consistency and quality improvements. The Consortium has begun to define core competencies as the framework for Staff employee recruitment, learning and development.

It is recognized that more can be done in the area of leadership development and staff training. Both the Council of University of California Staff Assemblies[11] report and the report written by the Systemwide Advisory Committee on the Status of Women[12] point to the need for more development and emphasis in the area of leadership development and training.

[11] Council of UC Staff Assemblies, 2009-2010 Annual Report, July 2010

[12] UC Report of the UC Systemwide Advisory Committee on the Status of Women, May 2010

This is an area of opportunity to make an investment in the careers of our staff workforce that will, in turn, benefit the entire institution.

As a first step in supporting the emerging needs for systemwide training and development, the UC Business Officer Institute (BOI) program which has been conducted for more than a decade has been reviewed and redesigned. The result of this effort has been development of a learning competency framework that includes pre work and post program activities to introduce and reinforce BOI competencies. A similar review is underway for the systemwide Management Skills Assessment Program (MSAP).

Managing and Developing a Multigenerational Staff Workforce

Understanding age in workforce composition is critical to effectively managing and developing talent. At UC, age demographics of the staff workforce span four generations:

- Millennials – born 1981-2000,
- Generation X – born 1965-1980,
- Baby Boomers – born 1946 -1964,
- Traditionals – born prior to 1946

Chart 21: Characteristics of Four Generations in the Workforce

	Millennials	***Generation X***	***Baby Boomers***	***Traditionals***
Work Style	Deadlines	Fastest route	Get it done	By the book
Leadership	Autonomy	Collaboration	Respect power	Command and control
Work/Family	Blended personal life into work	Work/life balance	Work comes first	Work and family separate
Loyalty to	The people	The career	The work	The organization
Technology	What else is there?	Practical tools	Necessary for progress	"If it ain't broke don't fix it"
Communication	Casual and direct – eager to please	Casual and direct - skeptical	Through network	Through channels
Recognition	Development	$$; time off	Advancement	$$;Acknowledgement

Based on chart in Managing a Multigenerational Workforce – January 2009

While it is not unusual at UC to have a multi-generation workforce, the change over the last decade in the age demographics highlights an important shift. Chart 22 compares Universitywide data from the last decade and shows the age distribution (as a

percentage of each of the 1999 and 2009 workforces) of the career staff in all three personnel programs, PSS, MSP and SMG. It does not include faculty or working students.

In 1999, 72% of staff were younger than age 50 with only 4% of the population age 60 or older. Compare this to recent age demographics: 65% are in the younger than age 50 bracket and the population of age 60 or older has doubled to 8% of the present day workforce. This equates to nearly 7,000 employees, in 1999 that group was ~2,000.

Opportunity for Investment in Talent Management Framework

Strategies:

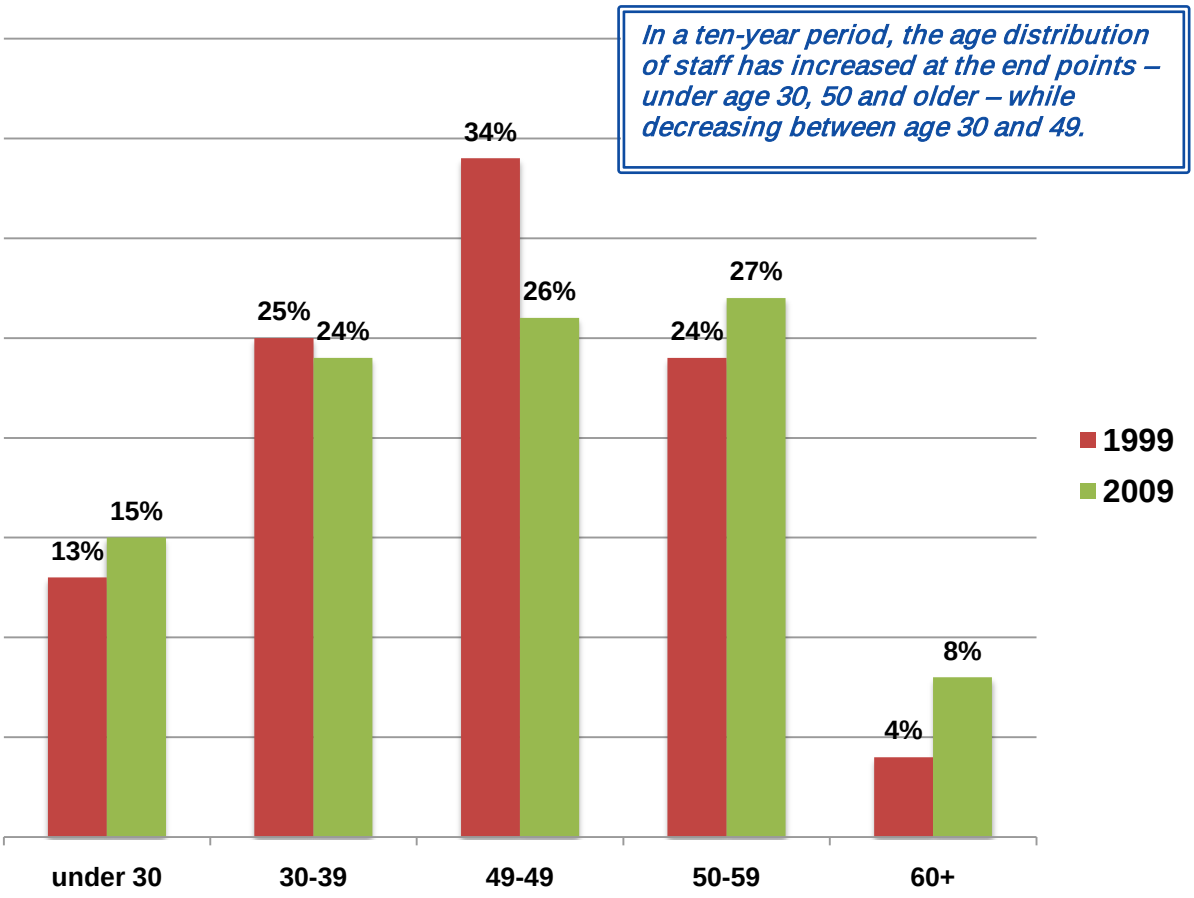
- **Develop knowledge transfer processes within a succession planning framework**
- **Leverage recruitment acquisition and sourcing services**

Metrics:

- **Pilot knowledge transfer and succession planning processes**
- **Improve analytics for workforce planning.**

As previously stated, a quality Staff workforce enables the University of California to achieve its mission of education, research and public service. To meet this goal we must attract and retain a quality Staff workforce through talent management. Talent management is the means by which an institution "creates and maintains" its workforce by strategically engaging high performing staff. In order to prepare for the post-recession job market, the University must make an investment in designing strategies and programs to hire, deploy, develop and retain the best people in their respective fields. By building an environment of employee involvement, empowerment and fairness where people can offer their best, UC will continue to achieve its tripartite Mission.

Chart 22: Career Staff by Age Bracket – 10 year Comparison



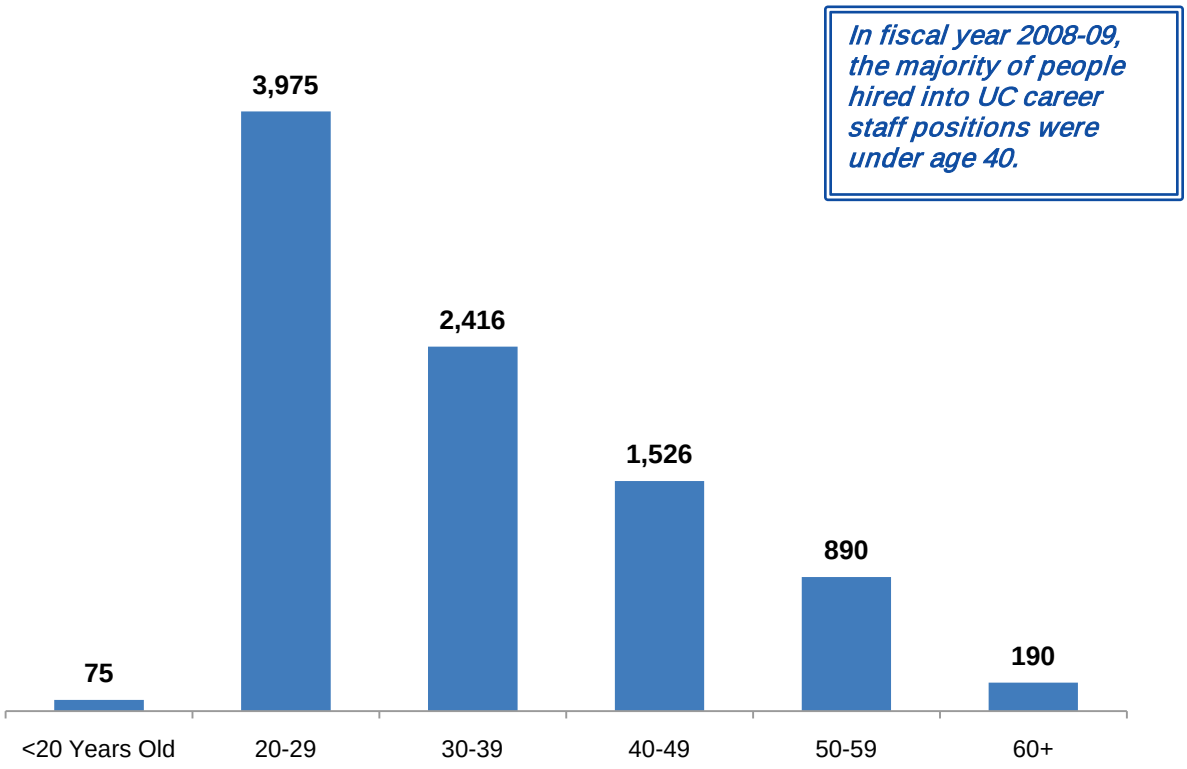
Source: Corporate Personnel System, October 1999 and 2009 files; excludes staff at LBNL and Hastings College of Law; Workforce Profile 2009

Source: Corporate Personnel System, October 2009 file; excludes staff at LBNL and Hastings College of Law;

	Under 30	30 to 39	40 to 49	50 to 59	60+
1999	7,888	15,026	20,131	13,952	2,082
2009	13,178	20,449	22,237	23,074	6,837

Employment data on new hires is related to workforce age demographics. In fiscal year 2008-09, approximately 9,000 career employees were hired in a staff position at one of the UC locations. Over 70% of the people hired were younger than age 40, with the majority (84%) accepting employment at a campus with a medical center (Davis, Irvine, Los Angeles, San Diego, and San Francisco).

Chart 23: Staff Workforce New Hires; Career Staff, All Personnel Programs Fiscal Year 2008 - 09



Source: Corporate Personnel System, October 2008- 2009 fiscal year file; excludes staff at LBNL and Hastings College of Law; Workforce Profile 2009

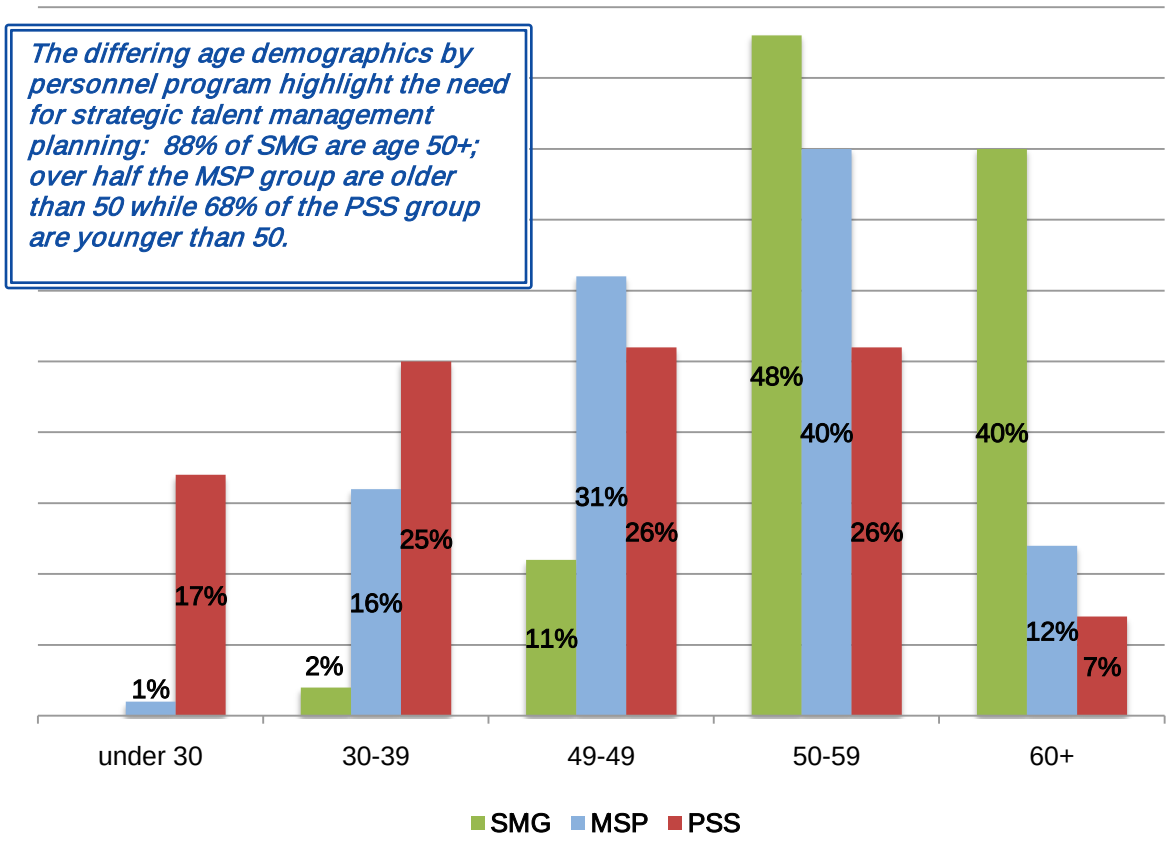
This influx of younger workers into an aging workforce presents a number of cultural challenges for the institution by putting pressures on how we communicate and how work gets done. Differences in leadership styles, work/family priorities, commitment and understanding of technology all put stress on the organization and require thoughtful Employee Relations strategies on managing the workforce.

Effectively managing and leading a multi-generational workforce, where a 30-year-old new hire is working side-by-side with colleagues who are older by 30 years is challenging for the culture and business operations. Personnel policies that recognize differing work life needs are one way to address cross-general differences and mitigate the impact of this challenge.

Succession Management

As previously shown in Chart 22, the growth in the size of the group of staff employees age 60+ highlights the potential for a group exodus of talent - creating a vulnerability for the institution that calls for strategic succession planning and knowledge transfer processes. The following chart shows career staff by the three personnel programs, by age brackets. Of interest are the 290 employees in the Senior Management Group, 40% of who are in the 60+ age bracket.

Chart 24: Career Staff by Age Bracket by Personnel Program



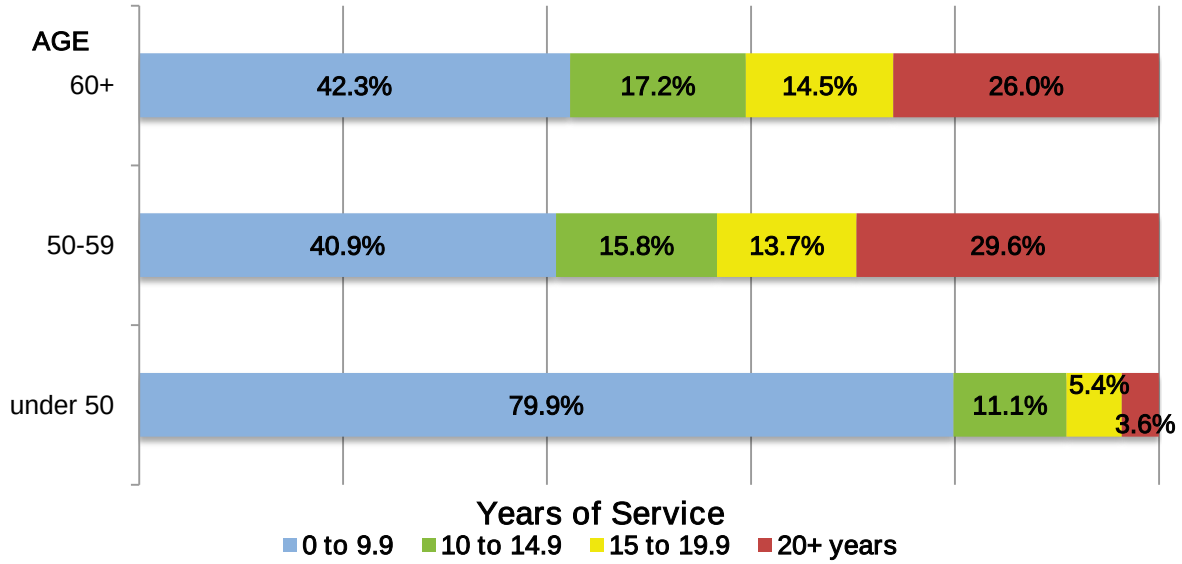
Source: Corporate Personnel System, October 2009 file; excludes staff at LBNL and Hastings College of Law.

	Under 30	30 to 39	40 to 49	50 to 59	60+
SMG	0	5	31	136	114
MSP	86	1,188	2,293	2,984	907
PSS	13,092	19,256	19,913	19,954	5,816

For location-specific demographics refer to Chart 13.

Coupling years of retirement service (UCRP) with age data helps to further define the potential risk of talent loss.

Chart 25: Staff by Age Bracket and UCRP Years of Service, October 2009



Currently, employees are eligible to retire at age 50 with 5 years of UCRP service credit though most do not. Based on retirement data for staff, the "Red Zone" or the cohort "most likely" to retire are between ages 59 and 60 and have earned over 20 years of UCRP service credit.

Source: UCRS database 2009 file; excludes staff at LBNL and Hastings College of Law.

Age	Years of Service				
		0 to 9.9	10 to 14.9	15 to 19.9	20+
	60+	2,956	1,206	1,012	1,820
	50 to 59	9,727	3,754	3,255	7,047
	Under 50	47,297	6,558	3,208	2,160

Chart 25 shows the systemwide staff workforce by age and years of UCRP service credit (YOS). Showing the age with YOS demographics highlights potential retirements and workforce depletion. Currently, a career employee can retire at age 50 with 5 YOS, the top two bars of the chart. Most employees do not retire when first eligible; based on actual retirement data, the average age at retirement for staff is 59 or 60 and the average YOS is 20 or 22 years, depending on the personnel program (PSS or MSP/SMG respectively).

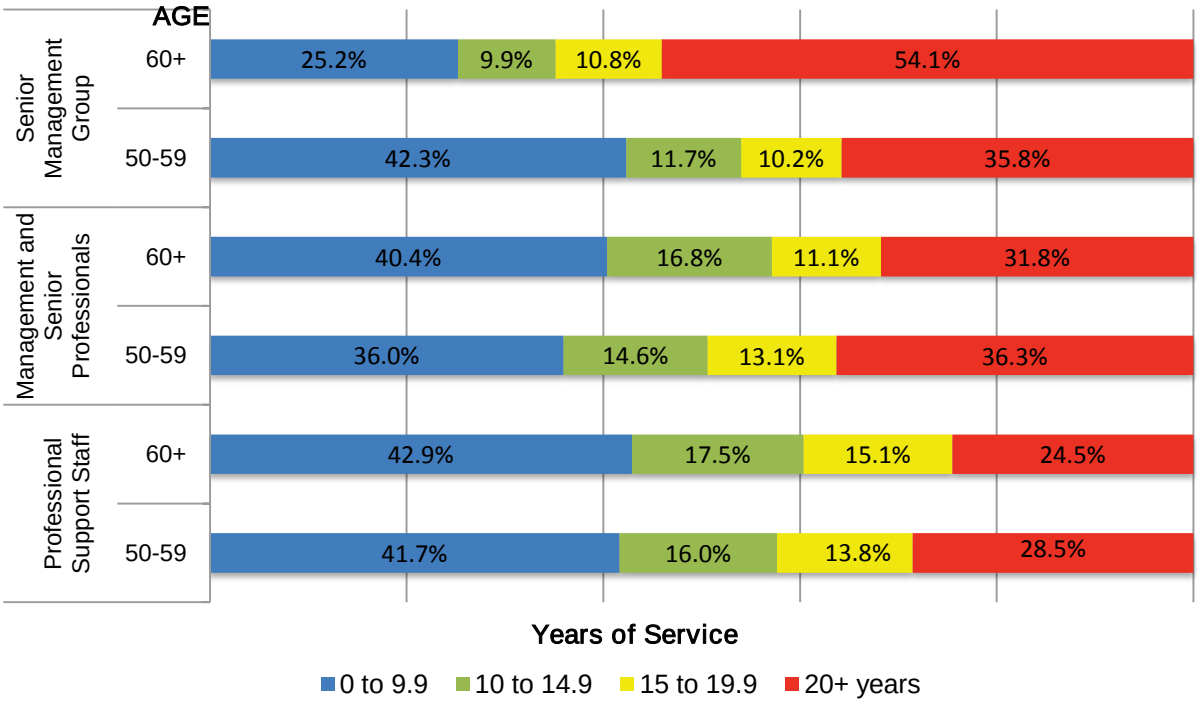
If actual retirement patterns are used to predict future retirements, the cohort “most likely” to retire is in the red panels of the top two bars. Specifically, 26% of the 60+ age

group has 20 or more UCRP years of service (approximately 1,800 people). PSS employees age 59 with 20 YOS add another 500 potentials to the "most likely" to retire group.

Examining the age and YOS data with a personnel program filter, the "most likely" to retire cohorts come into sharper focus. In the next chart, 54% of the employees in the SMG program are identified as age 60 or older with 20 or more years of UCRS service credit. This is a group of 60 employees. And while 60 employees seems a relatively small number, the impact on the organization can be enormous if appropriate succession planning measures are not in place to anticipate leadership transition.

The "most likely" to retire employees in MSP and PSS are also important cohorts to consider in transition planning. In MSP, over 300 employees are age 60 or older with 20 years or more experience at UC; in PSS that group is over 1,400. Many of these employees have pivotal roles in a program or department. Simply promoting the "next in line" does not address the problem since those nearing retirement often span several layers of a department or function. Again, without succession planning and knowledge transfer the transitions could be crippling to the organization.

Chart 26: Staff by Personnel Program, Age Bracket and UCRP Years of Service, October 2009



Based on 2009 retirement data, SMG and MSP staff retire at an average age of 60 with 22 years of UCRS service credit. On average, PSS employees retire at age 59 with 20 years of UCRS service. So the "Red Zone" staff age 60+ are the most likely to retire soon.

However, the size of the age 50 to 59 "Red Zone" cohort just following those age 60+ underscores the need for robust knowledge transfer and succession management at every level of the University workforce.

Source: UCRS data base Oct 2009 file; excludes staff at LBNL.

	Years of Service			
	0 to 9.9	**10 to 14.9**	**15 to 19.9**	**20+**
Senior Management				
Age 60+	28	11	12	60
Age 50 to 59	58	16	14	49
Management and Senior Professionals				
Age 60+	412	171	113	324
Age 50 to 59	1,158	471	422	1,168
Professional and Support Staff				
Age 60+	2,516	1,024	887	1,436
Age 50 to 59	8,511	3,267	2,819	5,830

Some locations and departments have formal and informal knowledge transfer and transition processes. But there is no Universitywide framework for succession planning. A recognized process for transferring knowledge from the seasoned worker to the next generation of talent has been discussed by a number of different University groups, but no project plan is in place for people or knowledge transition. This is an area for investment. In future staff accountability Sub-Reports the progress will be reported.

CONCLUSION

A key area of preparation for economic recovery is the critical path need for competitive pay for most staff workforce segments. As shown in this report, without a direct and immediate remedy of this issue, other efforts of preparation and subsequent success will be limited in outcome. As the employment market improves, compensation pressures will significantly increase. To date, UC has held the competitive edge for both recruitment and retention due to its benefits offerings. Historically, staff employees have made conscious choices to trade benefits for base pay, in essence accepting lower pay today for better benefits tomorrow. This employee value proposition is very common among public sector employees. The current and future issue for the University is whether this employee cultural value will continue to be true. As the competitive market improves, the retention challenge will be to satisfy the need for competitive base pay for staff employees in general and for the policy-covered employees in particular.

Another dynamic will also have a direct impact on the University's capability to be ready for improved economic times: the University is engaged in two employment sectors that have continued to grow despite the "Great Recession ".

These sectors are at the core of the University mission namely: **Education and Healthcare.** The University's response to recent budget reductions by the State of California has had an impact on employee engagement and morale. A key recruitment and retention factor of the University for Staff employees was the stability of the work environment. The current economic times have challenged all those assumptions and redefined in some measure the employee value proposition within the University. The full impact of this value shift is not known at this time, but will require close scrutiny as the job market improves and strengthens in these sectors

The areas of opportunity and investment for Staff contained in this biennial Sub-Report are the essential pathway for accomplishing the initial and near term steps described in the overall UC HR Strategy for Staff Employees. The immediate challenge will be very hard, but not insurmountable for the University during this time of large demand and critical resource shortages. However, the need to make these investments is imperative for the University as the Mission requirements for the people of California and the nation demand the University's qualitative response for innovation and excellence that enables **UC Staff "*to strive, to seek, to find and not to yield".***

APPENDIX

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 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