

## **2005-06 Non-Represented Staff Equity Program**

### **”Fact Sheet”**

The following information is intended to provide non-represented staff with the basic background and process used to implement the 2005-06 UCSC Non-Represented Staff Equity Program. This year’s program was the first of what is expected to be a multi-year program. As such, it should be noted that many positions were analyzed against salary survey information, but not all positions (see “Surveyed Titles” section below). Therefore, non-represented positions for which significant lags are revealed through current and future market analysis are expected to be addressed in subsequent years, budget permitting.

### **Background**

The Santa Cruz campus is dedicated to developing strategies to attract, recruit, retain, and promote outstanding and diverse students, staff, and faculty. Improving our campus’s market position is one strategy that is essential toward meeting the goal of retaining our skilled employees and recruiting qualified applicants.

The 2005-06 Regents’ Budget included funding for market parity and equity compensation adjustments for UC employees. Approximately 0.5% of the non-represented staff salary budget was available to provide equity increases for non-represented staff in 2005-06. This amounts to \$170,000 for General Funds and roughly \$340,000 across all funds. The availability of this funding for staff equity increases represents a significant step toward affirming our commitment to be the employer of choice in Santa Cruz and to value the efforts and contributions of our employees.

### **Results for 2005-06**

The program distributed \$336,478 from all fund sources (\$159,626 State and \$176,852 Non-state) to 157 non-represented employees in the PSS program. Employees were selected for program participation based on one or more of the following factors:

- Significant market lag identified via salary survey analysis
- Annual salaries under \$45,000
- Retention problems
- Internal equity issues
- Compression
- Other market lags

### **Positions Identified For Salary Action**

Positions were identified for salary action using two methods. Funding was first used to adjust salaries of non-represented employees in positions (or related titles) identified to have the most significant lags compared to the market and with a current annual salary at or below \$45,000.<sup>1</sup>

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<sup>1</sup> The professional standard is that a range of 10% above and 10% below the market position is “the market” range. A significant lead or lag would fall outside this range. Therefore, a significant lag is normally more than 10% below the market position determined by salary survey analysis.

In addition to identifying positions with significant market lags, Principal Officers were provided a limited allocation of funds to address other equity (e.g., retention or internal equity issues).

### **Titles Identified With Most Significant Lags For 2005-06**

- Lagging Titles: Includes Incumbents Making \$45,000 or Less
- Lags Reduced To 5% For All Titles (Up To 15% Max)

<b>Titles</b>	<b>Average Market Position</b>	
Counseling Psychologist	-18%	
(-) Assistant III - Confidential	-15%	
(-) Assistant II- Confidential	-13%	
(-) Assistant III-Super	-15%	
(-) Assistant II-Super	-13%	
(-) Assistant I-Super	-16%	
Budget Analyst	-23%	
Assistant Budget Analyst	-23%	
Programmer/Analyst II	-13%	
Admin Specialist (Employment Specialist)	-24.50%	
Admin Specialist-Super (Benefits Specialist)	-24.50%	
Personnel Analyst	-24.50%	
Reprographics Supervisor	-31%	
Child Development Teacher II-Super	-11%	
Child Development Ctr Coordinator-Super	-11%	
Lab Assistant III-Super	-13%	
Food Service Supervisor	-24%	
Administrative Analyst	-16%	
Student Affairs Officer II	-17%	
Student Affairs Officer II-Sup	-17%	
Assistant Producer-Director	N/A	
Program Rep 1	N/A	
Grounds Supervisors	-24.2	
Sr. Custodian-Super	-4%	*
Assistant Custodian-Super	-4%	*

\* Custodial titles were included despite a low lag because average salaries were below \$40,000 and SX had recently received an equity

Due to limited funding, not all incumbents in lagging titles received an increase from this year's program.

### **Surveyed Titles (Non-represented and Represented)<sup>2</sup>**

- The jobs that were surveyed (264) represent approximately 67% of all staff jobs (395 jobs) at UCSC. The surveyed jobs cover approximately 81% of all staff (i.e., 2355 incumbents out of 2911 total).

<sup>2</sup> Survey information is not distinguished by representation affiliation. Data regarding the numbers of surveyed and non-surveyed positions was obtained in December 2005.

- Benchmarks are established by matching the journey or fully functional level job descriptions with survey job summaries; the content must match at 80% or better.
- Non-surveyed functions (131) are associated with approximately 556 incumbents or 19% of all staff.
- Functions for which there is not current survey data include those areas for which an 80% or better job match was not found in the surveys utilized for this study or functions for which job duties are specialized enough that a job match is highly unlikely with any survey (e.g., Sr. Musicians, Sr. Proctor-Supervisor, Educational Facilities Planner, etc.).

### **Principles and Guidelines Applied**

- Individuals must be treated consistently, regardless of funding source—non-state funded operations should be addressed in the same manner applied to areas funded by state funds.
- UCSC is accountable to UCOP for reporting actions taken and ensuring that funds are distributed as intended.
- Priority will be given to addressing lags and inequities in positions with the lowest salaries<sup>3</sup> whenever possible.
- Titles selected for remedy should be treated equitably across campus (i.e., when incumbents in a particular title reside in more than one Principal Officer's jurisdiction).
- Non-represented titles (i.e., supervisory and otherwise) and represented counterparts are evaluated together to reveal salary compression. (However, this program applies to non-represented staff only.)

### **2006-07 Non-Represented Staff Equity Program**

Assuming funding is provided, the program will continue for the next few years. As of this date, the number of purchased salary surveys has increased and priority is being given to positions that were not matched to salary surveys in 2005.

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<sup>3</sup> A threshold of \$45,000 annual salary has been established to guide these decisions for 2005-06.