New Workforce Report Logic
January 2018

Overview

Historically, UCLA’s workforce report was generated using a data source that is no longer available. The logic used to create the old workforce report is unknown and produced unverifiable numbers.

This year, UCLA APB recreated the workforce report with new logic by
- Considering the multiple uses across campus and externally of Workforce data
- Creating report logic that is explainable by
  - Inferring some prior logic based on raw data compared to old workforce reports
  - Merging that with business rules UCOP uses for similar across-campus reports that are of interest to UCLA executives

Below is some basic information about the new workforce report that may answer your questions, followed by more detailed information regarding the logic used to determine primary appointments and calculate FTE.

FAQs

What is the workforce report?
UCLA’s Workforce Report is generated from a snapshot of payroll data, historically taken in November each year. It presents the FTE (full-time equivalent) of UCLA academic and administrative employees, including staff and student workers. This report is used to determine the effective size of the UC workforce for budget and planning activities at UCLA and for external reporting.

APB’s workforce numbers look wrong / are too high / are too low / are missing Person X / don’t match what my department is reporting.
This could be happening for a number of reasons. It’s possible that:
- Due to the inclusion/exclusion criteria – we used the criteria defined above.
- Due to the primary appointment determination – we used the logic below. This logic classifies employees using a set of business rules and hierarchies related to personnel type and title codes. This is the biggest change from previous years’ reports.
- FTE calculations have changed. This is partly due to differences between the original data source a mainframe-based report that is no longer available - and the data source we are using now (QDB). And it is partly because we cap overall FTE per employee at 1.0.
- Data that is not present in the payroll system will not be in QDB and therefore is not on the Workforce Report. Similarly, data entry errors in the payroll system would affect the data in QDB from which the Workforce Report is sourced.
Who is included in/excluded from my department’s workforce report?

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| Individuals who were paid by UCLA using certain DOS codes (see below) for a pay period ending in November 2017. | Individuals who were not paid for a pay period ending from 11/1 to 11/30/2017.  
or  
Individuals whose primary appointment is determined to be in a different department based on the new logic. |

Which DOS Codes are included?
Payments using these DOS codes are included: ADJ, ADL, BAT, BBT, BRT, CAP, DAN, DAR, DMG, DNN, DRN, DRR, DRT, ESL, FEP, FSP, HSB, HSD, HSX, HVN, LBN, LFN, LFT, LRN, LRT, LTN, LTT, LWN, LWP, LWT, LXT, LXX, LYF, LYN, LYT, LYW, NCB, NCC, NCG, NCU, NGU, NNC, PHR, REG, REN, RGA, RSP, SJP, SLF, SLG, SLH, SLI, SLK, SLL, SLM, SLN, SLO, SLR, SLS, SLT, SLV, SLW, SLX, SLY, SSD, SSR, SXS, SXX, SYS, TAP, TBB, TBN, TBR, TBT, TDT, TNN, TOP, TRN, TRT, TXT, TYT, UBL, WCA, WCH, WCR, WCS and ZNN.
Payments (and appointments) paid by any other DOS code(s) are not included.

What does FTE / appointment / primary appointment / “paid” mean?
Here are the definitions as applied to this workforce report:

- **FTE (full-time equivalent)**: measure reflecting an individual’s work allocation as a function of where hours are spent and how they are funded. If an individual works in one position for one department full time, their FTE is 1.0. If they are half-time (20 hours a week), their FTE is 0.5. If they have two appointments, at 50% each then their FTE will add up to 1.0. If an individual has multiple appointments that result in an FTE greater than 1.0, then their total FTE is capped at 1.0 in this report. See the FTE Calculation section below for more details.

- **Appointment**: the unique combination of an individual’s specific title code within a specific department. For example, a faculty member who is an Associate Professor in two different departments will have two appointments. Most employees have a single appointment.

- **Primary Appointment**: See the Primary Appointment logic below.

- **Paid**: For the purpose of this report, someone who is paid means, someone for whom at least one payroll line item is present in the audit table (tbl_emp_ern_audit) in the QDB database for the given time period, using the DOS Codes listed above.
Workforce Report Logic

Primary Appointment
An individual’s primary appointment was determined by assigning a priority group based on a number of factors including title code, job title, etc. The priority uses the following descending ranking:

- Senior Management Group
  - Individuals who have executive roles with titles such as President, Vice Chancellor, etc.
- Ladder-rank Faculty and Equivalent - Senate
  - Includes adjunct, recall, visiting faculty, and lecturers with security of employment. Those who are Senate.
- Ladder-rank Faculty and Equivalent – Non-Senate
  - Includes adjunct, recall, visiting faculty, and lecturers with security of employment. Those who are non-Senate.
- Clinical/In-Residence Faculty
  - Individuals who engage primarily in clinical teaching and patient care and/or with positions compensated by the Health Sciences
- Lecturers
  - Lecturers without security of employment
- Medical Interns/Residents
- Postdoctoral Scholars
  - Includes postdoctoral scholars and fellows
- Student Instructor
  - Typically student teaching assistants
- Student Research
- Student Reader
  - Different than student instructors; typically assist faculty with reading and grading
- Other Academic Employees
- Deans, Research and Other Academic
  - Individuals will fall here if they have an “Academic” appointment that does not fall into any of the above categories
- Student Staff
- MSP-Managers
- MSP-Senior Professionals
  - “Tier 2” personnel who are not Managers
- Contract/Per Diem
- Professional and Administrative
  - Everyone else

For example, if an individual has a Senior Management appointment and also holds a second appointment as a professor (Ladder-Rank Faculty), our logic chooses the Senior Management appointment as their primary appointment.
FTE Calculation
An employee can be paid by biweekly, monthly, or both biweekly and monthly pay periods. An employee can also hold multiple appointments. An employee can also be paid for a single appointment from multiple funding sources. However, their total FTE for the month is a measure of the amount of service they performed for the month across all pay records. Total FTE can be thought of as a fraction of what is considered to be a full-time effort, which is typically 40 hours per week.

To calculate FTE for each employee:

- Take the sum of Derived Percent Time (ern_derived_pct) from the Personnel/Payroll database (PPQDB), grouped by biweekly (B1, B2) or monthly (MO) pay periods. The QDB data dictionary describes this field as “a value derived to facilitate the percent-time based calculations for the Effort Reporting System (ERS).”
- Average these sums by the by number of pay periods for which an employee was paid to calculate total FTE.
  - If an employee had an FTE sum for 1.00 for B1, 1.00 for B2, and 1.00 for MO, their total FTE was 1.00
  - If an employee had an FTE sum for 1.00 for B1, and 1.00 for MO, their total FTE was 1.00
  - If an employee had an FTE sum for 1.00 for B1, their total FTE was 1.00
  - If an employee had an FTE sum for 1.00 for B1, 0.90 for B2, and 1.00 for MO, their total FTE was 0.97
- For instances where an employee had a calculated total FTE greater than 1.00, their total FTE was capped at 1.00. For instances where an employee had a calculated total FTE of at least 0.98, their total FTE was rounded to 1.00. In all other instances their total FTE was taken as calculated.
- An employee’s total FTE was then linked to their primary appointment.