



# New Mexico State University

## Staffing Study

Activity Analysis Overview

July 1 – 2, 2015

# NMSU Staffing Study Project Overview

## Goals & Objectives

- Analyze staffing for administrative support functions on the Las Cruces campus to identify opportunities for operational expenditure reductions and resource reallocations
- Support the best alignment of non-faculty staffing with the core mission of the University and Vision 2020 Strategic Plan within the available financial structure







## Project Outputs

- A final report containing analysis and findings related to non-faculty staffing levels at NMSU, benchmarked against select peer institutions and publicly available data sources (e.g., IPEDS)
- A list of actionable recommendations to address immediate, short, and long-term goals

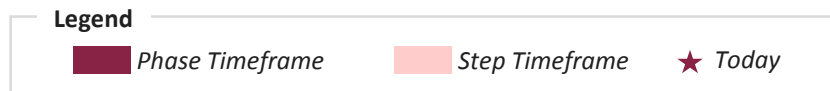
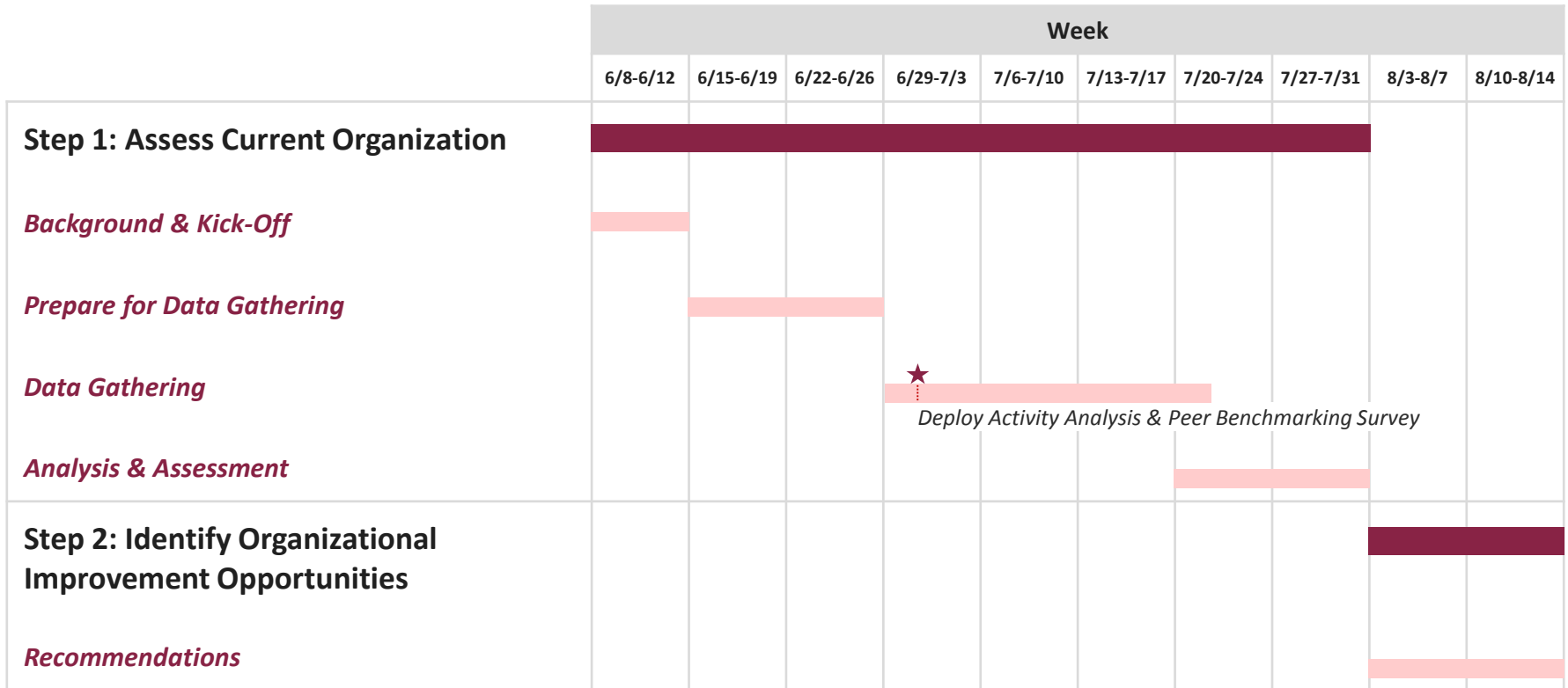
# NMSU Staffing Study Support Team

Name	Title	Office/Division	Project Role
Kathy D. Agnew	Dir, Employment/Compensation Svcs	Employment/Compensation Services	Team Lead/Data Expert
Judith M. Bosland	Asst VP, Institutional Analysis	Institutional Analysis	Data Expert
Paula J. Pierson	Budget Director	Budget Office	Data Expert
Siiri M. Rogers	Dir, Admin System Support	Student Information Management	Data Expert
Deborah J. Bravo	Budget Officer	Budget Office	Data Expert
Jennifer L. Enriquez	Supervisor, Data Management	HR Information Systems	Data Expert
Ben Glickler	Manager, Systems Administration	Accounting and Finance	Data Expert
Norma E. Grijalva	Chief Information Officer	Office of the CIO	Functional Expert – IT
Glen R. Haubold	Chief Physical Plant Facilities Officer	Facilities and Services	Functional Expert – Facility Services
Kim Huddleston	Business Affairs Officers	Auxiliary Administration	Functional Expert – Auxiliary & Comms
Melody L. Munson-Mcgee	Chief of Staff, EVP and Provost	Executive Vice President and Provost	Functional Expert – Student Affairs and Academic
Norma H. Noel	Business Services Officer	Assoc VP for Admin and Finance	Functional Expert – Accounting/Finance
Dacia M. Sedillo	Chief Enrollment Mgmt Officer	Student Affairs and Enrollment Mgmt	Functional Expert – Student Affairs & Enrollment Mgmt
Tina T. Byford	Foundation Admin Officer	University Advancement VP Office	Functional Expert – Advancement
Sudha K. Murthy	Research Development Officer	Office of Research Development	Functional Expert – Research
Enrico Pontelli	Assc Dean, Arts & Sciences	Arts and Sciences College	Functional Expert – Research
Viola M. McCormick	Admin Asst, Special/Executive	Engineering College	Functional Expert – Administrative General

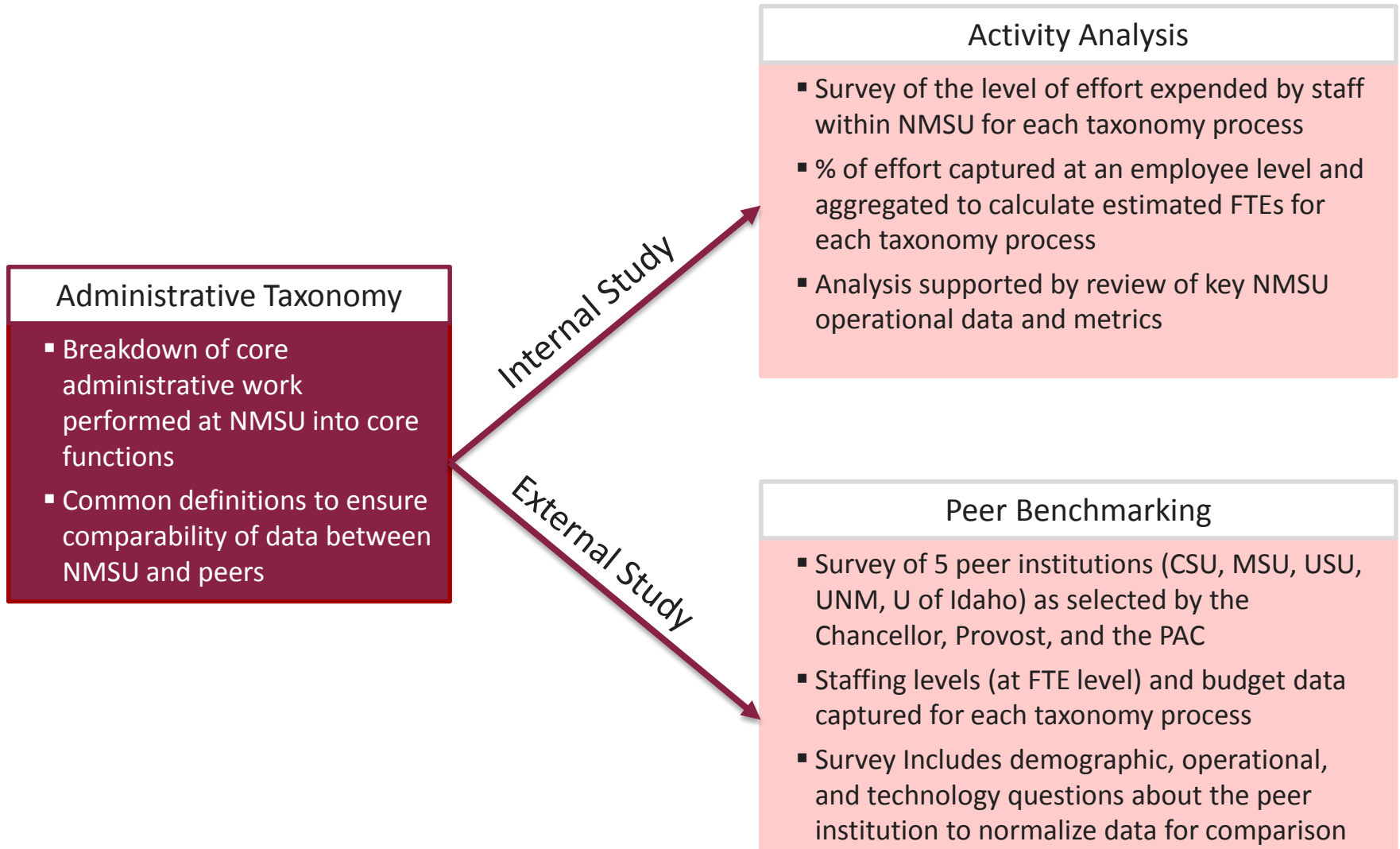
# Deloitte Consulting Team

Name	Title	Project Role
 <p>Mike Phelan</p>	Deloitte Client Service Provider – State of New Mexico	Client Service Provider
 <p>Chris Rose</p>	Principal – Public Sector/Higher Education	Client Lead Executive
 <p>Virginia Fraser</p>	Senior Manager – Public Sector/Higher Education	Sr. Delivery Leader
 <p>Daniel Eady</p>	Manager – Public Sector/Higher Education	Project Delivery Manager
 <p>Jermyn Davis</p>	Consultant – Public Sector/Higher Education	Benchmarking, Analysis
 <p>Elise Tanner</p>	Business Analyst – Public Sector/Higher Education	Analysis

# Project Timeline

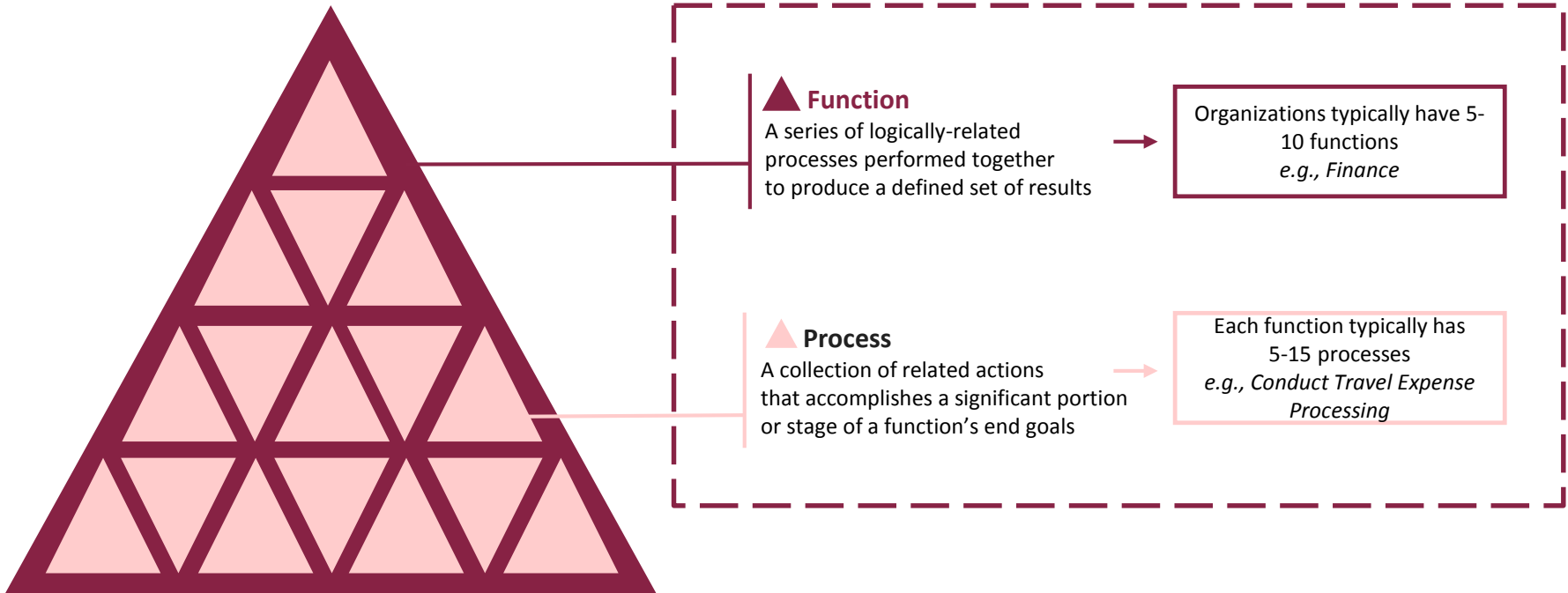


# Process Overview: Key NMSU Staffing Study Assessment Activities



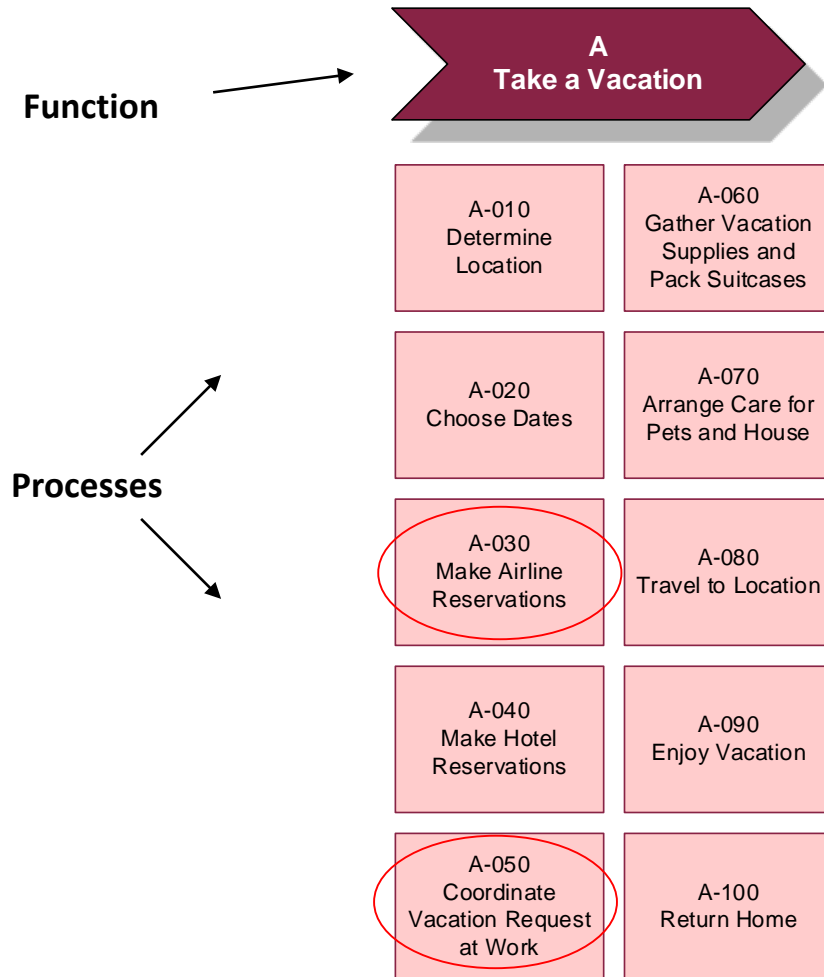
# Taxonomy Overview

A Taxonomy breaks work performed within an organization into: Functions and Processes



# Illustrative Example of a Taxonomy Breakdown

*Taking a vacation, like a function in the taxonomy, is comprised of many processes.*





# Overview of the Activity Analysis Survey

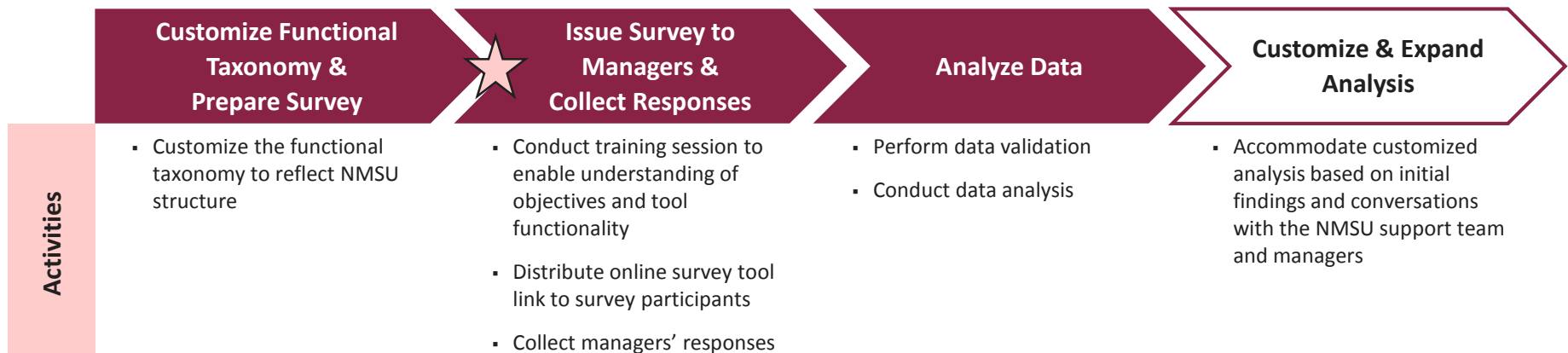
## What It Is

- A tool that enables a high-level understanding of how employees spend their time performing core administrative processes
- A mechanism designed to improve understanding of NMSU's current state staffing
- A representation of the level of staff effort rather than the quality of work being performed
- Findings used as one point of reference and meant to supplement additional analysis conducted as part of the engagement
- A review focused on process improvement for NMSU at an organization rather than at an individual level

## What It Is Not

- A detailed presentation of the processes that each employee follows to complete work
- A perfect estimate of all effort spent on activities
- The future state solution
- A study of participants' salaries
- An analysis based on preconceived notions

## Activity Analysis



# Activity Analysis Survey: Instructions

## Getting started

- Prior to training, you should have received a list of direct reports for whom you will need to complete an activity analysis survey
- Upon completion of your training, you will receive an e-mail invitation to formally complete 1 survey per each of your direct reports
- The survey can be accessed by following the unique link provided in your e-mail invitation. Note: For managers with more than 20 direct reports, you will receive 2 survey invitations, one with 20 links and one with all remaining links over 20

## Completing the Surveys

- Survey completion will be monitored and allocations of effort for the staff assigned to you must be completed Friday, July 17
- If there are areas in which staff do not perform work, please leave the % blank in those areas
- However, if you are looking for a specific process and you believe it is not listed, please find the process that most closely resembles
- The survey will not allow an employee's total allocation to go below nor exceed 100%

## Support

- If you have any questions about the Activity Analysis Survey, please contact: [staffingstudy@nmsu.edu](mailto:staffingstudy@nmsu.edu)
- For more information about the NMSU Staffing Study, please see: <http://staffingstudy.nmsu.edu/>

# Survey Walkthrough – Homepage

## New Mexico State University Activity Analysis Survey

Welcome to the NMSU Activity Analysis.

Thank you for taking the time to complete the NMSU Activity Analysis. It is a core input into our NMSU Staffing study who's goals are to:

- Analyze the staffing on the Las Cruces campus in order to identify opportunities for efficiencies allowing for the achievement of operational expenditure reductions and resource reallocations.
- Assess and recommend enhancements that support the best alignment of non-faculty staffing with the core mission of the University and Vision 2020 Strategic Plan within available financial structure.

This Activity Analysis will help us determine how NMSU's Las Cruces staff delivers administrative support today across the University System. It asks you to quantify (estimate) the time your staff spent on various tasks over the last year. We recognize your allocations are estimates and we do not expect you to have precise accounting over a full year. It is also important to note the Activity Analysis is NOT a performance evaluation tool.

We request that you complete the Activity Analysis no later than **Friday, July 17**. The Activity Analysis should take approximately 10 minutes to complete per employee being evaluated. You may choose to discuss this survey with the employee(s) you supervise. If you need to leave and return to the survey, just click the **"Save"** button and your inputs will be saved so that you can return using your unique link at a later time.

Thank you for your participation. If you have any questions regarding how the Activity Analysis will be used, please contact [staffingstudy@nmsu.edu](mailto:staffingstudy@nmsu.edu). Please click "Begin Survey" to launch the Activity Analysis.

Sincerely,

**NMSU Staffing Study Team**



Begin Survey

# Survey Walkthrough – Display

## New Mexico State University Activity Analysis Survey

Below, please enter the time your staff spent across each activity over the last year. Please reach out to [staffingstudy@nmsu.edu](mailto:staffingstudy@nmsu.edu) if any of your staff who perform administrative support activities are not included in your survey. Please note, staff are identified in this survey using their **HRIS name**.

You will be required to allocate 100% of each staff person's time. If you need to enter data and return later to complete the survey, please click the "**Save**" button below then re-launch the survey using the unique link you received via email.

When the survey is complete, please click the "**Save**" button to continue to the next page where you can submit the survey. You will not be able to submit results until each staff person's time is 100% allocated.

Note that you will be required to enter percentages for each of your direct reports, which can be found listed here

	R Boozer	B Gassman
<b>General Admin Support</b>		
Provide Office and Operational Support	<input type="text" value="0"/> %	<input type="text" value="0"/> %
Processes HR Transactions	<input type="text" value="0"/> %	<input type="text" value="0"/> %
Processes Finance Transactions	<input type="text" value="0"/> %	<input type="text" value="0"/> %
Total	<input type="text" value="0"/> %	<input type="text" value="0"/> %

# Survey Walkthrough – Process Descriptions

## New Mexico State University Activity Analysis Survey

Below, please enter the time your staff spent across each activity over the last year. Please reach out to [staffingstudy@nmsu.edu](mailto:staffingstudy@nmsu.edu) if any of your staff who perform administrative support activities are not included in your survey. Please note, staff are identified in this survey using their **HRIS name**.

You will be required to allocate 100% of each staff person's time. If you need to enter data and return later to complete the survey, please click the "**Save**" button below then re-launch the survey using the unique link you received via email.

When the survey is complete, you will be able to view the survey results. You will not be able to edit the survey data.

A description has been provided for each process which can be reviewed by rolling your cursor over any process listed

Supporting management, staff and/or students in daily operations by providing administrative/secretarial support such as typing correspondence, sending out emails and faxes, making copies, sorting mail and resolving and/or referring a range of administrative problems and inquiries, taking meeting minutes, booking travel, ordering office supplies, provide support for space/offices/building monitoring (e.g., submission of facility work orders, etc.), provide customer service assistance, etc.

Provide Office and Operational Support

Processes HR Transactions

Processes Finance Transactions

Total

R Boozer

B Gassman

0 %

0 %

0 %

0 %

0 %

0 %

0 %

0 %

Previous Page

Save

# Survey Walkthrough – Data Entry and Navigation

## New Mexico State University Activity Analysis Survey

Below, please enter the time your staff spent across each activity over the last year. Please reach out to [staffingstudy@nmsu.edu](mailto:staffingstudy@nmsu.edu) if any of your staff who perform administrative support activities are not included in your survey. Please note, staff are identified in this survey using their **HRIS name**.

You will be required to allocate 100% of each staff person's time. If you need to enter data and return later to complete the survey, please click the "Save" button below then re-launch the survey using the unique link you received via email.

When the survey is complete, please click the "Save" button to continue to the next page where you can submit the survey. You will not be able to submit results until each staff person's time is 100% allocated.

	R Boozer	B Gassman
<b>General Admin Support</b>		
Provide Office and Operational Support	6 %	75 %
Processes HR Transactions	8 %	25 %
Processes Finance Transactions	0 %	0 %
Total	14 %	100 %

Provide % allocations for each applicable process, preferably in increments of 1% or greater

Previous Page

Your submissions will be automatically calculated at the bottom of the page and will appear red until equal to 100%

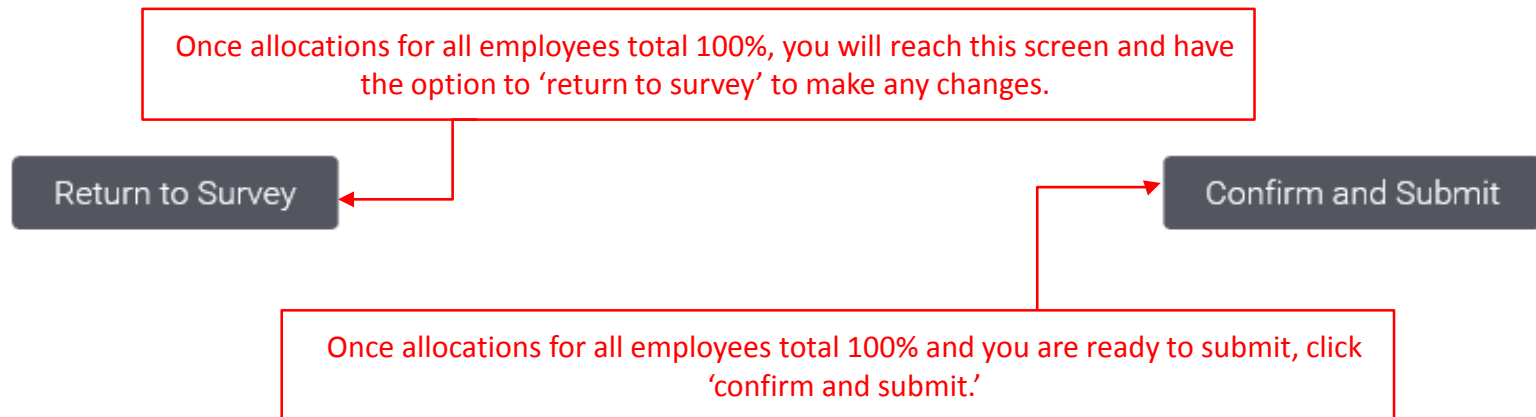
Save

# Survey Walkthrough – Data Submission



If you would like to adjust your allocations, please click **"Return to Survey"** below.

If you are finishing allocating each staff person's time, please click **"Confirm and Submit"** to submit the survey.



# Recommendations for Calculating Percentages of Time in the Activity Analysis Survey

## ***Example A – “Manage Grounds”***

Grounds management is likely to occur regularly every week throughout the fiscal year. Therefore, if an employee spends 5 hours per week managing the university campus grounds, this would represent approximately 13% of his or her time based on a 40-hour work week.

$$5 \text{ hours per week} \div 40 \text{ total hours per week} \approx 13\%$$

## ***Example B – “Onboard Students”***

Onboarding students is likely to occur primarily in the early fall and again for transfer students in the early spring. For work like this that is seasonal in nature, if an employee spends one full week each year onboarding students, this would represent 2% of his or her time.

$$1 \text{ week per year} \div 52 \text{ total weeks per year} \approx 2\%$$



# Frequently Asked Questions

**Q: *What is an Activity Analysis?***

**A:** A survey of the level of effort expended by staff within an organization and a thorough data-gathering process from which analytically-driven recommendations can be developed.

**Q: *What are the benefits of an Activity Analysis?***

**A:** The Activity Analysis deepens understanding of current state level and location of effort across NMSU's organization, provides data to support university's request for current state evaluation, and provides robust quantitative data to support broader project goals.

**Q: *If I find an error in the list of direct reports for whom I'm supposed to complete an Activity Analysis Survey, what should I do?***

**A:** Notify the project team at [staffingstudy@nmsu.edu](mailto:staffingstudy@nmsu.edu), and you will receive an updated paper copy of the survey to complete for the appropriate direct reports. The project team will then manually enter your hard copy responses into the digital survey format for analysis.

**Q: *What type of support will I have to complete the Activity Analysis Survey?***

**A:** You may e-mail [staffingstudy@nmsu.edu](mailto:staffingstudy@nmsu.edu) with specific questions, explore the project website at <http://staffingstudy.nmsu.edu>, or refer back to this training document and video for further support. These and any additional FAQ's directed to the project email inbox will be answered and posted to the Staffing Study website.

**Q: *Where can I find an archived version of this training?***

**A:** A more detailed version of this document and a video recording of this session will soon be posted to the Staffing Study website: <http://staffingstudy.nmsu.edu>.