Activity Analysis
Frequently Asked Questions (FAQs)

February 14, 2018
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General

What is the Activity Analysis?
The Activity Analysis is a study of the distribution of the work being done by non-faculty staff and students with administrative rolls across the University, systemwide, by function. The survey will gather responses from participants about their work activities, so we can understand our daily workload in a quantifiable way. The results will augment organizational knowledge about how the daily workload is managed and help the University strike the right balance of work in functions and units.

How will the findings of the Activity Analysis be used?
The results will be used to make data-driven decisions to improve efficiency and effectiveness, and will help us strike the right balance of work across the University. The effort is meant to help realize savings the University can invest in academic, research and engagement programs of excellence. Reallocations of resources will be used to address those needs, and are not intended to cover deficits created by budget cuts.

Is this analysis related to the Administrative Review?
While both projects are information-gathering components of President Choi’s Fiscal Year 2018 budget planning efforts and inform how administrative activities will be delivered across the system, the Administrative Review focused on specific administrative services at the University of Missouri-Columbia campus (MU) and the UM System central office. The Activity Analysis, however, is a systemwide project designed to gain a more comprehensive understanding of non-faculty staff workloads.

How is this survey different than others taken in the past (e.g., the IEI desk assessment)?
The Activity Analysis project is unique in the breadth and depth of our information gathering, as well as stakeholder involvement in the planning process. This project will require the participation of non-faculty staff across all levels of the University, including President Choi, chancellors and provosts.

Who is conducting the Activity Analysis project?
Led by President Choi, a group of senior leaders from across the system, functional process owners and representatives from faculty and staff leadership have partnered with an outside consulting firm to conduct this assessment. Committees and teams include:

- A Governance Team comprised of systemwide leadership. This team authorized the goal, scope and timeline of the project.
- An Advisory Committee comprised of faculty representatives from all four campuses, and staff representatives from all five units. This committee is providing input throughout the completion phase.
- A Survey Definition Team comprised of 117 functional subject matter experts, from all campuses and system central administration, who were identified by the Governance Team. This team reviewed survey definitions and partnered within their campus and across campuses to finalize definitions.
- A Survey Completion Team comprised of individuals, from all campuses and system central administration, who were selected by the Governance Team. This team is responsible for monitoring completion on their campus and following up with individuals who have not completed the survey.
- A Central Project Work Team. This small, focused team composed of finance, project management, HR and communications representatives at the system central administration level is responsible for managing day-to-day project work and communication.

Please note, your survey link and communications regarding the completion process will be distributed via our outside consulting firm partners.
Scope

Who is required to complete the Activity Analysis survey?

**Non-faculty staff across the system**, including students who perform administrative work and auxiliary organizations, will be required to complete the survey. In-scope staff are located across all levels of the University, and include President Choi, chancellors and provosts systemwide.

Faculty, MUHC non-faculty staff who only work at the hospital and graduate teaching assistants (GTAs/GRAs) will not be required to complete the survey.

Am I in-scope for the survey?

In most cases, if your record in the Office of Human Resources indicates your primary appointment as a non-faculty staff member, you are in-scope for the purposes of this survey. Below are some in-scope groups that may need clarification on survey participation:

- Faculty in the Office of the Provost, regardless of appointment, who have 100% administrative assignment (including provosts and deputy provosts) and have been vetted and approved by the campuses for inclusion in this survey.
  - Because some deans carry significant academic responsibilities, they are approved as out of scope. Leadership positions considered in-scope for this project are those above the dean-level.
- Faculty Fellows
- Staff members who are adjunct

If you think you have been included or excluded in the survey by error, reach out to your supervisor who can provide additional information or help you escalate the issue.

Why are faculty not included in this survey?

The survey is designed to identify efficiencies among administrative functions, which are primarily the responsibilities of staff rather than faculty. Academic functions, which are primarily the responsibilities of faculty members, are not within the scope of this project.

Do I have to participate in the Activity Analysis?

The Activity Analysis survey is required for all in-scope, non-faculty staff. This process will allow individuals to provide their voices and perspectives regarding their roles and functions within the greater University structure.

Will managers be taking the survey?

Yes. All non-faculty staff, including executives and managers, will be required to complete the survey.

Are staff members with a faculty appointment or faculty with administrative roles required to complete the survey?

The determination of whether you’ll be required to complete the survey will depend on your primary appointment. Those with a primary academic appointment will not be required to complete the survey, even if they have administrative roles through a secondary appointment. For example, because some deans carry significant academic responsibilities, they are approved as out of scope. Leadership positions considered in-scope for this project are those above the dean-level. Staff members who have a secondary academic appointment will also be required to complete the survey.

Why does the University need to collect activity information from each non-faculty staff member, rather than doing a sample study?

A detailed analysis of non-faculty staff workloads systemwide will provide more data than a sample study could, while at the same time gathering valuable information regarding how processes and activities are
conducted across departments and campuses. The University will use the results of this analysis and other information-gathering efforts to identify efficient service delivery models and find the right balance of work in our functions and units.

**Are all campuses completing the same survey, or is the survey campus-specific?**
All participants, regardless of campus, job family or function, will be required to complete the same survey so we can capture a comprehensive picture of administrative functions.

Twenty-two survey definition teams, designated by campus provosts with full campus representation, reviewed the full survey taxonomy to ensure it captured unique activities that happen at each level of the organization. Therefore, you may see information or language that does not apply to you or your campus specifically. However, the survey tool will use smart logic to help you identify job functions, processes and activities that accurately document your unique work and time allocations.

**Completing the Survey**

**How do I complete the survey?**

To complete the survey, you will need access to a computer and the internet. An introductory e-mail, sent prior to launch, will provide a unique link and detailed instructions on how to access and complete the survey. The tool will include built-in logic based on a series of options that will enable you to clearly document your work time.

To ensure a thoughtful approach to survey completion, and to save you time as you complete your survey, it is highly recommended you prepare in advance using the [Survey How-To Checklist](#) and the [Survey Prep and Search Tool](#). For a step-by-step guide on filling out the Prep Tool and using it to complete your survey, access the [Survey How-To Video](#).

**How long will it take me to complete the survey?**

Most people find they spend about an hour preparing for and completing the survey, with 30 minutes preparing or the survey and 30-45 minutes completing the survey. Participants with broad and varied work responsibilities will likely take longer than an hour of total time. To save time during survey completion, it is highly recommended you prepare in advance using the Survey How-To Checklist and the Survey Prep and Search Tool. For a step-by-step guide on filling out the Prep Tool and using it to complete your survey, access the Survey How-To Video.

**I do not work at a computer. How/where do I take the survey?**

If you do not have access to a computer as a part of your regular job duties, your supervisor will work with you to arrange a time to complete the survey at a University computer during work hours. The University has also scheduled [facilitated computer labs](#), which are available to you throughout the survey window.

**I need accommodations to complete the survey. What support resources are available?**

The University provides free aids and services to people with disabilities to communicate effectively with us, such as qualified sign language interpreters and written information in other formats (large print, audio, accessible electronic formats and more). For accommodations, please reach out to your [campus ADA contact](#).

Additionally, free language services are provided to people whose primary language is not English, such as qualified interpreters and information written in other languages. To learn more, contact your campus HR Office; links to each campus office can be found on the [UM System Office of Human Resources landing page](#).

**What if I am unavailable during the survey window?**

We understand that personal and vacation time may already be scheduled during the survey window. While completion of an Activity Analysis survey is required for each position regardless of your availability during the
survey period, there are accommodations that can be made so you can record your own work responsibilities. Please reach out to your supervisor prior to your planned leave for additional information.

Please note, you will not be eligible for accommodations if you request them after the survey window has closed.

**How is the survey structured?**
The survey measures work activity at three levels (from biggest to smallest). These levels are based on categories relating to types of work and do not necessarily directly relate to the department to which you report. They include:
- Functions: High-level areas of business
- Processes: Categories of tasks within each Function
- Activities: Individual work tasks housed within each Process

You will allocate your work time across each of these three levels starting with Functions. Consider your workload over the past year and allocate your most frequent activities in percentages, based on your position in its current capacity. See an example below:

<table>
<thead>
<tr>
<th>Function</th>
<th>Process</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance (50%)</td>
<td>&gt; Accounts Payable (100%)</td>
<td>&gt; Check Processing (10%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt; One Card Administration (90%)</td>
</tr>
<tr>
<td>HR (50%)</td>
<td>&gt; Benefits (25%)</td>
<td>&gt; Benefit Reporting (100%)</td>
</tr>
<tr>
<td></td>
<td>&gt; Payroll (75%)</td>
<td>&gt; Payroll Reconciliation (50%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt; Payroll Customer Service (50%)</td>
</tr>
</tbody>
</table>

Through each of the steps, the survey tool will notify you if your percentages do not properly add up to 100%. The survey will automatically save your work so you can stop part way through and resume at a later time.

Before you submit your survey you will have an opportunity to review your answers and go back to adjust them as needed. Once you submit you will receive a confirmation e-mail and will then be unable to change your responses.

**Can I search for my work duties in the survey itself?**
The survey itself does not have a search function. However, you can use the Survey Prep and Search Tool to find your Activities, as well as the Processes and Functions under which they are listed. For a step-by-step guide on filling out the Prep Tool and using it to complete your survey, access the Survey How-To Video.

**How detailed should I be as I complete the survey?**
We know you can’t include every piece of work you do, so don’t get too detailed. Approximations of work effort are acceptable (i.e., the smallest increment you should specify is about 5%). Please keep in mind that there are no right or wrong answers and discussion with co-workers and supervisors is encouraged.

**Is it possible I will record work responsibilities in multiple functions?**
The University fully expects that, in many cases, staff members complete work in multiple functions. One of the goals of the survey is to understand, holistically, the work that is going on systemwide. You’re encourage to report on your work over the past year. If your job has changed significantly, or if you are new to your job, complete your survey based on your position in its current capacity.

If you have broad and varied work responsibilities in your position, it’s likely that your survey completion time will be longer than the estimated 30-45 minutes.
Please note: Some activities are repeated across multiple Processes for reporting purposes. You should allocate time within the location that best represents the type of work you perform.

I am doing work that is outside the scope of my job title. Should I also report this information in the survey?
Yes. The Activity Analysis is a valuable opportunity for staff to provide insight into their work and help University leadership determine the current distribution of work being done by our staff across the University. It is very important you record your significant work responsibilities so we can use the information to inform our decisions and find the right balance of work in our functions and units.

Do I need to consider my work schedule (e.g., part-time or overtime work) as I complete the survey?
No. Similar to an effort report, the survey will ask you to allocate 100% of your work time, rather than basing your answer on a 40-hour work week. The information you submit will be paired with information stored in PeopleSoft that indicates your full-time or part-time status, as well as time keeping records for non-exempt staff.

I hold concurrent positions. Will I complete one survey for both positions?
If you hold concurrent (dual) positions, you will complete a single survey for the totality of your work for the University. For example, if you are a staff member who has a full-time appointment in HR but you also work as event staff for athletics in the fall, complete the survey for both positions simultaneously. For example:

<table>
<thead>
<tr>
<th>Function</th>
<th>Process</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intercollegiate Athletics (5%)</td>
<td>&gt; Events and Programs (100%)</td>
<td>&gt; Event Security (100%)</td>
</tr>
<tr>
<td>HR (95%)</td>
<td>&gt; Benefits (25%)</td>
<td>&gt; Benefit Reporting (100%)</td>
</tr>
<tr>
<td></td>
<td>&gt; Payroll (75%)</td>
<td>&gt; Payroll Reconciliation (50%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt; Payroll Customer Service (50%)</td>
</tr>
</tbody>
</table>

I’m recording time dedicated to meetings. Should I record it under General Administration or the Function that best relates to the content area?
In the event that you attend a number of meetings that appear to fall within various Functions, we recommend you record your meeting time under the General Administration Function. However, if you attend meetings that fall distinctly within one or two content areas, record that time within those Functions.

I am new to my position. Must I complete the survey?
If you were hired on February 12, 2018, or before, you are required to complete the survey. However, if you have questions specific to your job duties or have not been in your position long enough to feel confident completing your survey personally, please collaborate with your supervisor to receive additional guidance.

I switched jobs during the year. How should I complete my survey?
If you took on your new role on February 12, 2018, or before, complete the activity survey based on your position in its current capacity. If you have questions specific to your job duties or have not been in your position long enough to feel confident completing your survey personally, please collaborate with your supervisor to receive additional guidance.

My work responsibilities cycle over a period greater than a year. How should I complete the survey?
In the event your work responsibilities cycle over a period greater than a year, think about the cycle holistically. When completing your survey, provide your information for the work cycle. For example, if your work cycle lasts three years, complete the survey for that three-year period.

Why does each participant have a unique link?
While each survey is identical, unique links ensure the analysis captures information for each position that is in-scope. In addition, because this survey is required, the unique link will help the University track and issue reminders to those who have not yet completed the survey.

I lost my unique survey link. What should I do?
In the event you can’t find your survey link, reach out to PwC at baseline.development.helpdesk@xa.pwc.com to request a new one. Please note, each link is unique to the participant to whom it was sent. If you share your link with a colleague and that person attempts to complete their survey via that link, their information will be submitted in place of yours. Similarly, if you use a link supplied to you by a colleague, your information will not be recorded as yours, but as that of your colleague.

If I’m interrupted, can I stop the survey and come back to it later?
Yes. The survey tool will save your progress on each page, so you may leave the survey and pick up where you left off as long as it is before the survey deadline. Once your survey has been submitted, you will be unable to change your responses.

I made an error or forgot to include specific information in my survey. Can I edit it?
Yes, as long as you have not already submitted the survey. If you determine you need to add or remove activities or adjust the percentage of work time you’ve allotted after you have submitted the survey, reach out to PwC at baseline.development.helpdesk@xa.pwc.com and request assistance in accessing your submitted survey.

Please note, once the survey window has closed, you will be unable to adjust your answers.

I am having a technical issue with the survey. Who can I contact for help?
If you have difficulties accessing your Activity Analysis survey or experience technical issues as you complete it, reach out to PwC via email at baseline.development.helpdesk@xa.pwc.com.

An activity I routinely complete is not available in the survey. What should I do?
There are over 2,300 activities recorded in the survey, so please check other activities within the appropriate process and attempt to find one that most closely represents the work you complete. If an activity you regularly complete is not at all represented in your Activity Analysis survey, you have the opportunity to record a missing activity at the end of each section.

Who do I contact if I have questions?
That depends on the type of question you have. For technical questions, questions regarding how to access your survey or for a new survey link, reach out to PwC via email at baseline.development.helpdesk@xa.pwc.com. For general questions, explore our frequently asked questions or reach out to the HR Service Center at (573) 882-2146 or toll-tree at (800) 488-5288.

Will managers see what their direct reports have entered?
Managers will not receive a list of the responses their direct reports provided. However, a review process will be completed by a member of leadership on behalf of each department to provide additional insight and context.
Is the survey anonymous?
No. The University will collect information regarding participation and your survey will include information specific to you as a staff member. However, the report as provided by PwC will feature data in aggregate.

I don’t have adequate time or support to complete the survey. What should I do?
It’s the role of your supervisor to provide support and allow you work time to prepare for and complete the survey in a thoughtful manner. If you find you are unable to secure the information, time or support you need to complete the survey, reach out to the HR Service Center or your campus Human Resources office for help.

Drawing
Why are some survey participants eligible to be entered in a drawing?
We know submitting a thoughtful, well-planned Activity Analysis survey can take a significant amount of time, and we appreciate that you’re making this important initiative a priority. That’s why we are having an drawing for participants who lend our system and campuses their support by completing the survey. While we’d like to provide a token of our appreciation to every survey participant, a drawing allows us to provide recognition to some colleagues while also being mindful of our budget.

What will the drawing include?
Participants are entered into the pool based on their survey completion date. Items are as follows:

<table>
<thead>
<tr>
<th>Surveys submitted by midnight on:</th>
<th>Are eligible for a drawing that features:</th>
<th>And entries will:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuesday, February 20</td>
<td>$50.00 campus bookstore gift cards</td>
<td>Roll over into the next drawing, if not selected</td>
</tr>
<tr>
<td>Wednesday, February 21</td>
<td>$30.00 campus bookstore gift cards</td>
<td></td>
</tr>
<tr>
<td>Thursday, February 22</td>
<td>$20.00 campus bookstore gift cards</td>
<td></td>
</tr>
<tr>
<td>Friday, February 23</td>
<td>UM System items*</td>
<td></td>
</tr>
<tr>
<td>Sunday, February 25 (includes surveys submitted on Saturday, February 24)</td>
<td>UM System items*</td>
<td>N/A - end of drawing</td>
</tr>
</tbody>
</table>

*Items may include fleece jackets, blankets, padfolios, water bottles and other items as available.

When will names be drawn?
Participants will be entered into one of five pools based on their “home business unit” (e.g., COLUM, KCITY, ROLLA, STLOU or UMSYS). Each drawing day, thirty-six names will be randomly selected as follows:

- MU: Twenty (20) names from COLUM business unit
- UMKC: Five (5) names from KCITY business unit
- Missouri S&T: Five (5) names from ROLLA business unit
- UMSL: Five (5) names from UMSL business unit
- UM System central administration: One (1) name from UMSYS business unit

Who is eligible to have their name entered into the drawing?
To be eligible to have your name submitted in the drawing, you must 1.) be in-scope for the Activity Analysis survey and 2.) fully complete and submit your own survey between Monday, February 19 and Sunday, February 25. You will be ineligible for entry into the drawing pool if:

- Your name was chosen in a previous Activity Analysis survey drawing. Entries not drawn will remain in the pool for the following day’s selection.
- You are a supervisor completing a survey on behalf of a vacant position or for a direct report who is on a leave of absence.
- You were on the Activity Analysis Central Work Team or Survey Completion Team, or are a vice chancellor, vice president, chancellor or the president.
How will those selected be notified?
The University of Missouri System Office of Human Resources will reach out to winners via phone or email.

How will those who are selected receive their item?
Items may be picked up at 1000 W. Nifong, Bldg. 7 Suite 300, Columbia MO, 65211-8240 OR may be mailed to the recipient’s home mailing address.

Can I see who was selected during the drawing?
Yes. Individuals selected will be announced on the Activity Analysis webpage when the drawings have concluded.

Outcomes

When will I be able to see the results of this survey?
UM System President Choi and Vice President for Finance Ryan Rapp will present the results of the analysis to the Board of Curators at the April public meeting. Information will be available after that point.

If the survey helps the University identify opportunities for improved service delivery, will changes be implemented systemwide or on a case-by-case basis?
The information gathered during the Activity Analysis will help the University identify opportunities that might improve service delivery. To the extent systemwide opportunities are identified, leadership will evaluate the feasibility of implementing opportunities across departments and campuses.

Could my job responsibilities change due to information collected during the Activity Analysis?
The University is conducting the Activity Analysis to gather information, and has no preconceived notions about the decisions that will be made following this process. While we can’t say job responsibilities won’t shift as data-driven decisions are made post-survey, the survey will ensure University leadership moves forward with a better understanding of the work staff members actually complete throughout the year.

How are staff, faculty and student perspectives heard and incorporated into the process?
An advisory committee for the project comprised of faculty and staff representatives was engaged in the process to provide a perspective representing the interests and concerns of their respective constituent groups. Individual faculty and staff members may also provide feedback by reaching out to members of the Advisory Committee. In addition, leadership from each campus served on the project’s governance committee.

Who ultimately identifies data-driven opportunities and approves implementation?
After the survey window closes, information will be provided for review in summary or report form to the vice chancellor, vice president and provost level. The results of the Activity Analysis survey will be used alongside other information in future decision-making processes. Future efficiency decisions will be made in collaboration with stakeholders at campuses and at system administration, with the participation of the wider University community.