ACTIVITY ANALYSIS SUMMARY

An impressive 91% of 1,064 staff participated in the Activity Analysis. This rate is excellent and equips the TEAM working groups with deep insight into the current distribution of administrative resources. We have confirmed that many people touch the same activities and may be able to work more effectively if relieved of certain tasks. In addition, we received over 1,000 qualitative comments about current and prospective practices.

Sample findings from the Activity Analysis include a comparison of the number of positions (or headcount) that perform tasks compared to the number of full-time-equivalents (FTEs) that support the task. Among financial activities, for example, the Activity Analysis suggests there may be opportunity to reconfigure tasks or consolidate some financial processes. See graph on page 2: “Comparison of the Number of Individuals (Headcount) who Perform a Process and the Number of Full-Time Equivalents (FTEs) who Support the Process.”

Another sample finding compares the types of administrative activities that are performed by different categories of staff. The Activity Analysis suggests there may be opportunity to re-distribute transactional activities among staff categories to enable managers and directors to focus on more strategic tasks. See graph on page 3: “Types of Administrative Activities Performed, by Staff Category.”

We have begun sharing this information and your open-ended comments with TEAM working groups. The data will remain confidential, no individual will be revealed, but analysis can proceed by job category, administrative task, school or central division, and amount of resource (FTE) currently applied. The working groups will incorporate findings from the Activity Analysis with benchmark practices, interview information, and their own expertise to develop more effective and efficient administrative support across Tufts.

http://go.tufts.edu/team
Comparison of the Number of Individuals (Headcount) who Perform a Process and the Number of Full-Time Equivalents (FTEs) who Support the Process

**Headcount vs. FTEs Effort, by Process**

**How to Read This Graph:**
- The blue bar shows the number of staff who responded to the Activity Analysis and said they performed at least one finance activity during the last year (e.g., submit travel & expense forms, monitor budgets, etc.)
- The green bar shows the number of FTEs worth of effort that respondents estimated they spent performing all finance activities during the past year.

- **Effort by Headcount:** total number of individuals who performed at least one activity (e.g., monitor budget) in a process (e.g., Finance) at Tufts
- **FTE Worth of Effort:** measures staff workload in a comparable manner. An FTE of 1.0 means that the person is equivalent to a full-time worker, while an FTE of 0.5 signals that the worker is only half-time.

Source: Tufts Activity Analysis for TEAM, July 2013
Types of Administrative Activities Performed, by Staff Category

How to Read This Graph:
- The full bar represents the number of FTEs at each job level who responded to the Activity Analysis.
- Each slice of the graph represents the number of FTEs worth of effort estimated to perform work on this process.

Effort by Staff Category: effort (by FTEs) performing each process by job category at Tufts. Whereas “headcount” quantifies individuals, the FTEs worth of effort is based on the share of staff time spent performing administrative activities at Tufts. For example, a full-time employee would count as 1 FTE, and a part-time individual would count for less (e.g., 17.5 hours per week would count as 0.5 FTE).