

Communication Strategy and Plan

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Communication Goals

- Communicate Project Progress to All Audiences
- Alert Users of Change and Change Impacts
- Ensure Appropriate Audiences are Prepared for Interviews
 - Communicate role expectations to audiences
 - Time commitments
 - Feedback response times
- Feedback
 - Feedback regarding what users want from the system
 - Feedback regarding the interview process used to obtain the information from the User Communities
 - Exit Interviews
 - Set feedback expectations
 - Feedback on documents / proposals
 - Feedback response times
- Project Approval / Validation for Moving Forward (Go/No Go Decision)

Primary Audiences / Stakeholders

- Oversight Group
- Issues Escalation Team
- HR Leadership Group
- AITS Management Group
- Starpoint Solutions
- Campus Advisory Groups
- Unit / Department Management (Finance or HR)
- Banner HR Users
- Core Project Team
- Campus User Communities
- Business Teams
 - OBFS, Finance
- Other Interested Parties
- Existing Campus Organizations

Communicators and Their Key Audiences

■ **Project Management Team / Project Executive**

- Issues Escalation Team
- Oversight Group
- HR Leadership Group
- AITS Management Group
- Starpoint Solutions
- Core Design Team

■ **Project Communication Sub-Team**

- Unit/Department Business Managers
- Business Teams
- Other Interested Parties

■ **Campus Liaisons**

- Campus User Communities
- Campus Advisory Groups
- Campus Banner HR Users
- Provosts
- Existing Campus Organizations
- Business Teams

■ **Project Design Team Members**

- Other Team Members
- Campus User Communities
- Business Teams

Roles and Responsibilities of Communicators

- **Project Management Team**
 - Consists of 3 Project Managers: one from HR, one from AITS, and one from Stairpoint Solutions.
 - Responsible for communicating to key stakeholders (Oversight Group, HR Leadership Group, AITS Management Group, Issues Escalation Team, Starpoint Solutions)

- **The Communications Sub-team**
 - Consists of 3 Campus Liaisons, one Documentation Specialist, and one Training Analyst
 - Responsible for putting in place the communications process, developing the communication messages, and producing the communication tools
 - Responsible for communicating with the Campus Advisory Groups, User Communities, and Banner User Communities, as well as providing content for all HR and AITS communications relating to the project

- **Campus Advisory Groups**
 - Responsible for providing feedback to the project and communications team
 - Will disseminate communications to stakeholders within their units

Communication Plan Objectives and Benefits

Objectives	Benefits
Inform and educate audiences about: <ul style="list-style-type: none"> ■ The Front-End Project and its purpose ■ Project Status ■ Business case for change ■ Migration to the future (vision) 	<ul style="list-style-type: none"> ■ Lowers the risk associated with the changes and contributes to successful implementation ■ Increases acceptance by fostering a sense of involvement
Build commitment to the change	Gains support of management, team members, and employees for change
Promote, encourage, and reinforce inter- and intra-team communication	Team members are more informed of each other's progress and can avoid potential problems or conflict
Establish a timely, consistent communications process which facilitates two-way communication and feedback	<ul style="list-style-type: none"> ■ Opens channels of communication ■ Provides a mechanism for feedback ■ Builds understanding that leads to acceptance and then commitment ■ Reduces resistance to change and damage from false information ■ Reduces the risk of designing a product that doesn't meet campus user needs

Communication Plan Elements

Project Managers to University Executive Leadership

- **Oversight Group: Meetings Associated with AAMT**
 - Bi-weekly reports
 - Executive-level overviews
 - Updates on policy and business practice changes
 - Escalated issues
- **Issues Escalation Group: Meetings as Necessary**
 - Project issues not resolved by design team
- **HR Leadership Group: Monthly HR Leadership Group Meetings**
 - Executive-level overviews
 - Updates on policy and business practice changes
- **AIMS Management Group: Monthly Meetings**
 - Executive-level overviews
 - Updates on policy and business practice changes

Communication Plan Elements (Continued)

Communications Sub-Team to Campus Advisory Groups

- Campus Advisory Group at Each Campus: Communications via Email or Meetings
 - Interim work progress
 - Upcoming project events at their campus
 - Communications to achieve buy-in
 - Summaries of interview, JAD, and breakout sessions
 - Obtaining feedback from users

Communications Sub-Team to Unit/Department Managers (Finance or HR)

- Unit/Department Business Managers at Each Campus: Monthly Email Notification
 - Change Management items
 - High-level project progress

Communication Plan Elements (Continued)

Communications Sub-Team to Campus User Communities

- User Communities at Each Campus Established by Campus Liaisons: Weekly Communications During Phase I and II; Frequency to be Determined in Phases III - V
 - Scheduling interview, JAD, and breakout sessions
 - Project updates and updating project events at their campus
 - Summaries of interview, JAD, and breakout sessions
 - Obtaining feedback from users

Campus Liaisons to Campus Organizations

- Communications From Campus Liaisons (Outside of the Communications Sub-Team) to:
 - Advisory Groups
 - User Communities
 - Other campus organizations

Communication Plan Elements (Continued)

Business and Functional Analysts to Campus User Communities

- User Communities at Each Campus Established by Campus Liaisons:
 - Interviews
 - Joint Application Development (JAD) sessions
 - Breakout sessions
 - Focus Groups

Communications Sub-Team to Other Interested Parties

- Other Parties Opting in to Communications
 - Sign-up for project updates through project website
 - Website will be updated monthly
 - Website will provide contact information

Communication Plan Elements (Continued)

Communications Sub-Team to Banner HR Users

- Monthly general project updates
 - Email distribution lists at each campus
 - Email address and website in place for Banner HR users to provide feedback to project communications team

Core Project Inter-Team Communications

- Weekly team meetings
- Email using core team distribution list
- Email to individual team members
- Instant Messenger (IM)
- Phone

Communication Plan Elements (Continued)

Communications Sub-Team to Other Stakeholders

- Project Updates Communicated via Email and the Website to the Following Stakeholders:

- Finance
- Payroll
- Financial Aid
- HR

Primary Avenues of Communication - Media

	Media				
Groups	Email	Meetings	Web	Exit Interviews	IM & Phone
Project Managers / Executive	X	X	X		
Communication Sub-team	X	X	X		
Campus Advisory Groups	X	X			
Campus User Communities	X	X		X	
Bus. & Funct. Analysts	X	X		X	
Business Teams	X	X			
Unit Managers	X		X		
Banner HR Users	X		X		
Core Design Team	X	X	X		X
Other Interested Parties			X		

Project Status Communication - Frequency

	Frequency		
Audiences	Weekly	Bi-weekly	Monthly
Executive Leadership Groups		X (3 rd Week)	
Campus Advisory Groups		X	X
Campus User Communities	X		
Unit/Department Managers (Finance or HR)			X
Banner HR Users			X
Other Interested Parties			X

Communication Audiences & Media

Front End Communications Audiences and Media:						
<i>Audiences</i>	<i>Needs</i>	<i>Media or Vehicle</i>	<i>Campus</i>	<i>Frequency</i>	<i>Contact</i>	<i>Notes</i>
Oversight Group	Executive level overviews, updates on policy and business practice changes.		all	Bi-Weekly	Chet Gardner	
HR Issues Escalation Team	Project Issues that arise	Project Management team will report in meetings	all	Bi-weekly	John Loya	
HR Leadership Group	Executive level overviews, updates on policy and business practice changes.	HR Leadership group meeting	all	Monthly	John Loya	
AITs Management Group	Executive level overviews, updates on policy and business practice changes.		all	Monthly	Michael Davis	
Starpoint Solutions	Executive level overviews, updates on policy and business practice changes.			Monthly	Scott Robinson	

Communication Audiences & Media (Continued)

Front End Communications Audiences and Media:						
<i>Audiences</i>	<i>Needs</i>	<i>Media or Vehicle</i>	<i>Campus</i>	<i>Frequency</i>	<i>Contact</i>	<i>Notes</i>
Campus Advisory Groups	Interim work products, summaries of interviews and breakouts. This group will provide feedback.	Email Distribution Lists (Outlook). Sent by campus Liaisons.	all	Bi-weekly	UIS: Patti Sims UIC: Ed Valentine UIUC: Debi Stone	
		Meeting		Monthly		
Campus User Communities	High-level project overviews, User interview schedules, JAD schedules, Breakout session schedules.	Meetings Email Distribution Lists (Outlook). Sent by campus Liaisons.			UIS: Patti Sims UIC: Ed Valentine UIUC: Debi Stone	
	Summaries of these sessions will also be provided.	Email Distribution Lists (Outlook). Sent by Project Administrative Aide	all	Weekly		
Unit/Department Managers (Finance or HR)	Change Management items, high-level project progress.	DDDH Email Distribution List by campus (Outlook)	all	Monthly	UIS: Patti Sims UIC: Ed Valentine UIUC: Debi Stone	
Banner HR Users	General project updates. Mechanism for feedback	Email distribution lists for Banner users by campus.	all	Monthly	Tanya Wood	

Communications Audiences & Media (Continued)

Front End Communications Audiences and Media:						
<i>Audiences</i>	<i>Needs</i>	<i>Media or Vehicle</i>	<i>Campus</i>	<i>Frequency</i>	<i>Contact</i>	<i>Notes</i>
Business Teams	High-level project overview	Meetings	all	Monthly	UIS: Patti Sims UIC: Ed Valentine UIUC: Debi Stone	
Core Project Team		Scheduled team meeting		Weekly	Ann LeDuc	
		Email Distribution List (Outlook)		As needed	Ann LeDuc	
		Phone (Contact list generated for all team members)		As needed		
		Instant Messenger (IM)		As needed for individual contact		
Other Interested Parties	High-level project progress	Interested parties will be able to sign up for project notifications through the project website	all	Monthly	Matthew Helm	

Communications Calendar (Sample)

Communications Calendar July – August 2005

Monday	Tuesday	Wednesday	Thursday	Friday	Sat/Sun
July 25	26 Joint Advisory Group Meeting	27	28 Initial Banner User Email	29	30
User Community Interviews - Urbana					31
August 1	2	3	4	5	6
User Community Interviews - Chicago					7
Email Campus Advisory Group	Email Campus User Communities			Update Website Email Banner Users	13
8	9 Leadership Group Meeting	10 Campus Advisory Group Meeting	11	12 Update Website Email Banner Users	14
15 Email Campus Advisory Group	16 Email Campus User Communities	17	18	19 Update Website Email Banner Users	20
22	23 Email Campus User Communities	24	25	26 Update Website Email Banner Users	27
					28

Next Steps

- Begin production of individual communication medias or vehicles

- Joint Advisory Group Meeting

- Initial Banner User Communication
 - Email Massmailing

- Website Production