

**Business Process Review
Communications Strategy – Direct Deposit
April 2007**

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1. Objectives of the Project

A very a short summary of the committee's work. You do not need to restate the full objectives of the committee itself. It is important to remember that we are already aware of these. This should be the publicity 'pitch' for the committee's work – concise, clear, engaging and user friendly.

The Business Process Review Direct Deposit Implementation Team has a responsibility to implement the Business Process Review (BPR) Phase II direct deposit recommendation across the four campuses. The direct deposit BPR initiative includes promoting electronic sign up for direct deposit, utilization of direct deposit electronic pay stubs, and creating a centralized check distribution process. It is critical that we communicate with our campus and agency constituents, not only advising of the progress of direct deposit changes, but also including constituents in discussion about implementation activities, timeframes and the resolution of issues.

2. Communications objectives, principles and key messages

A clear detailed statement of the objectives in communicating, the principles underpinning this strategy and your key messages. These should be aligned with the objectives of the program/centre.

The primary objectives of this strategy are to:

- a) seek input from the key BPR constituents on the University campuses, which in this case includes all employees who are paid through an MSU payroll account
- b) keep these constituent groups informed of the direct deposit progress (such as performance metrics results, upcoming changes, etc.), and
- c) seek input from constituent group on implementation activities, outcomes, timeframes and resolving implementation issues; constituent groups would include the following for the direct deposit team:
 - custodians
 - food service workers
 - students
 - faculty
 - administrative associates
 - supervisors
 - executives
 - middle management
 - banks
 - ag stations
 - extension

Key messages are:

- *Embrace Change: Improve Our Future*
- *MSU is progressing with organizational improvements including a transition to a more automated campus. MSU will provide every opportunity to train employees in the acquisition of new skills to aid in the transition process.*
- *SCT Banner, MyInfo, and Microsoft Office are MSU's institutional business tools. These BPR improvements will be relying on these IT products.*
- *MSU is following best practice trends that are being adopted by progressive and successful enterprises in every industry and we are moving from paper based processing to electronic processing as part of our current jobs.*
- *Benefits for employees include:*
 - *Times savings*
 - *Less reliance on paper, so less filing and less photocopying, less lost paper work*
 - *Less error correction*
 - *More control over the process*
 - *Increased security*

Direct deposit allows for the precious time that employees have outside of work to be utilized more effectively. This comes as a result of eliminating the need to travel to the bank to deposit checks or make wire transfers. Also, direct deposit decreases the risk of a pay check being lost or stolen. MSU realizes the importance of your financial security and time and thus would like to encourage the use of direct deposit for all employees.

Major Concerns

Attending training requires time and commitment.

- *MSU is progressing with organizational improvements including a transition to a more automated campus. MSU will provide every opportunity to train employees to aid in the transition process.*

New skills means new responsibilities

- *MSU is following best practice trends that are being adopted by progressive and successful enterprises in every industry and we are moving from paper based processing to electronic processing as part of our current jobs.*

Lack of Banner skills

- *SCT Banner, Oracle, MyInfo, and Microsoft Office are MSU's institutional business tools. These BPR improvements will be relying on these IT products. It is an employee's responsibility to learn how to use the institutions business tools*
- *Employee Self-Service (MyInfo) is a tool that is used in conjunction with SCT Banner; however it is designed to be used by employees and students from every dimension of technical expertise.*

No time to test, train, or implement:

- *We live and work in an environment and world that is reliant on technology for its business operations, and in which technology will change on a regular basis. Given this we must regularly set aside time to "invest" in enhancing technology and employee skills.*
- *Benefits for employees include:*
 - *Times savings*
 - *Less reliance on paper, so less filing and less photocopying, less lost paper work*
 - *Less error correction*
 - *Ability to track and manage transactions*

- *More control over the process*
- *Improved skills base*

We need to invest the time to reap the benefits

Major Concerns Specific to Direct Deposit:

Employees that do not have bank accounts:

- *We will be conducting a bank fair on campus (all four if necessary) in order for employees to explore the best banking option that will suit their needs as well provide them with the initial criteria needed to sign up for direct deposit.*

Employees that do not have access to a computer:

- *Computer stations will be set up in locations that have a large volume of employees without access to computers. The stations will allow for the MSU websites to be accessed as well as electronic pay stubs to be printed.*

3. Key Audiences

Who are you communicating with – a detailed description of your key audience and user groups. What are your priorities? Include what they already may know about you – people, research, subject What do you think they should know? And do break down the users into sub categories and add contacts already made.

Executives from each MSU Campus, Agency and Division.

A critical element of change management is the visible executive support. This has been present during Phase I and II of BPR with communication to the Chief Executive Officers and Chief Business/Finance Officers of all campuses.

Phase III implementation impacts on employees from all parts of the campuses and agencies and the visible executive support from the apex of the other organizational hierarchies is another critical element for Phase III.

The executives also have a communication role in supporting BPR and the implementation strategies in their areas of responsibility.

Middle Management: Deans, Directors and Department Heads

The middle management group of Deans, Directors and Department Head are also a critical group from two perspectives: being part of the visible executive support group, and being a key constituent group who are usually the management person who is the “end user” of many of these improved administrative processes. Not only do we need support from this group we also need to ensure that we deliver a service that meets all of their needs and/or assist them to make decisions to facilitate transitional activities in their departments.

All MSU 4- Campus Employees

This group of employees are going to be the most directly impacted group to implement and continue to use the changed processes. There is a small but vocal group of highly anxious people. This is to be expected in the advent of wholesale change. The remedies are continuous repetition of key messages to reassure about the impact of the changes, high availability of training and reference materials, and last but very importantly the high level of visible executive

support not only from central administration but also from the direct management hierarchy, being middle management group and the executive groups of that institutional unit.

The new employees who come to MSU are aware that direct deposit is available to them because they attend New Employee Benefit Orientation and have access to the paper form in their new employee packet.

The following list are groups of employees that will be informed of the direct deposit changes in the form of focus groups:

- custodians
- food service workers
- workstudy students (FAFSA student loan entry training) -

4. BPR Specific Marketing Opportunities.

We have several people from other areas of the University who are enthusiastic about the implementation of the various IT enhancements. We need to use these people as advocates for BPR implementation.

We need to hold advisory/focus group meetings with the specific objective of positively marketing the benefits of the enhancements to the other employees. Options that are available to us:

- Advisory group/focus group meetings not only to gather input but also to demonstrate the benefits
- Engender enthusiasm through a multi layered communication channel. This is a similar principle to pyramid marketing structure.
- Communication opportunities and techniques specific to the direct deposit implementation team include the following:
 - Send e-mail to all campus HR Directors describing the changes that will be done on each campus and asking for input on how they would like our teams help in accomplishing the goals **(June 2007)**
 - Send out initial letter to all employees not signed up for direct deposit outlining the benefits; send a follow up letter to all campus employees describing BPR changes to direct deposit **(June 2007)**
 - Contact Union Bargaining Agents about changes that are coming and who to contact if issues arise **(June 2007)**
 - Placing posters in places where people need to stand in line (ie: book buy back time, new check distribution location, registrars office, atm machines etc.) **(July 2007)**
 - Testing the new ESS functions will take place with the HR liaison group before final rollout of the new function. **(July 2007)**
 - Testing the new ESS functions will take place with the HR liaison group before final rollout of the new function. **(July 2007)**
 - Place “memo” labels on the last two checks and paper stubs that employee will receive. The content of the label will encourage direct deposit, provide the website for electronic pay stubs and let each employee know the implementation date of electronic pay stubs and

<ul style="list-style-type: none"> ○ Computer stations will be placed campus wide (SUB, Facilities, HR/PP office) to allow employees access to computers. Also a phone will be near by that can be used to phone the HR/PP office with questions regarding direct deposit. (July – August 2007) ○ Catapalooza, a very visual and highly attended event at MSU-Bozeman will allow for the direct deposit team to reach out to a diverse group of employees and educate them on the new tools and processes as well as the advantages of direct deposit. (August 2007) ○ A bank fair will be hosted by the direct deposit implementation team to allow for employees to gain knowledge about their financial options and open up a line of communication with the community banks. Once our goal is communicated effectively to the banks, they may be willing to help us advocate direct deposit to the MSU employees that wish to start new accounts at their institution. (September 2007) ○ Putting update blurbs on MyInfo (ESS) homescreen (September 2007) ○ Utilization of MSU Today (September 2007) ○ The advantages of direct deposit will be promoted at the New Employee Benefit orientation as well as the form or website needed for sign up. (pending) ○ An ESS training session currently exists, which will be presented regularly and encompasses the new changes and functionalities of the online direct deposit option. (ongoing) 	<p>the centralized check distribution change. (July (for stub) August (for stub and check), September (for check))</p>
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5 Target audience ranked by importance	Preferred/appropriate channel of communication
How are you going to communicate, what is the most appropriate channel – a newsletter, a large conference, networking lunch, workshop, an evening reception, email alerts, press release, website, promotional literature, regional seminars?	
You will probably have several channels that are appropriate	
CEOs, CFOs, President's Executive Council	Formal presentations Newsletters, website
Oversight Committee	Regular meetings Exec Presentations Newsletters, website Ad Hoc reports
Division Executives and Middle Management <ul style="list-style-type: none"> ● Student Administration ● Office of Sponsored Programs ● Administration and Finance ● Great Falls Campus 	Exec Presentations Newsletters, Website Ad Hoc reports

<ul style="list-style-type: none"> • Billings Campus • Northern Campus • Facilities • Auxiliaries 	
University Community – all employees	Newsletters, Website Portal Team Communication Plan (see above) Governance Councils MSU Today Business Procedures Workshops OSP Roundtable Departmental Staff Meetings Focus groups Advisory Groups Key Constituent Groups Super Users groups
Students	Newsletters, Website Team Communication Plan (see above) Governance Councils MSU Today ASMAU Senate ASMSU Office FAFSA loan entry presentation

6. Communication Timeframes		
Key Audience	Regular Communications	Responsibility
Executive Management: CEO's	Board of Regent meetings	Rolf Groseth/Jo Oudshoorn
Executive Management: Campus executive	BZN: PEC Monthly updates Other campuses??	Jo Oudshoorn/Team
Middle management	BZN: 3 weekly Administration and Finance Student Administration Assistance Dean's Council BL, GF, Nthn	Jo Oudshoorn/ Leader Campus representatives on Oversight Committee
Campus Community	BZN: OSP Round Table BL, GF, Nthn	Jo Oudshoorn/Team Lead Campus representatives on Oversight Committee

	<p>Initiative Specific communications:</p> <ul style="list-style-type: none"> ▪ Pilot program (all major initiatives) – identify communication timeframe ▪ 2 weekly updates via specified communication channels ▪ Achievement of a milestone or critical event. ▪ End of any stage of implementation. ▪ Focus groups – custodians, auxiliaries, managers/supervisors ▪ Posters in high traffic area ▪ Catapalooza ▪ Bank Fair ▪ ESS training ▪ NEBO demonstration 	<p>BPR Implementation Team Leads ESS testing w/ HR liaisons – DD team</p> <p>Implementation team lead update and DD team update - Roxanne Implementation team update; Oversight Committee - Roxanne PEC – November 26, 2007 ? - Roxanne</p> <p>June 2007 – DD Team</p> <p>July 2007</p> <p>August 2007 – DD Team</p> <p>September 2007 – DD Team</p> <p>ongoing</p> <p>pending</p>
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7. Achieving your objectives – working project plan

Full details of all the relevant communications activities developed into a working project plan with deadlines and responsibilities. Remember to include key milestones and review dates, think carefully about cost, include staff and consultants, also how will you evaluate success? Below are some suggested groupings, the table is led by activity but you may well want to have one for each year of activity.

Communications plans are living documents and will need regular reviewing and updating.

Activity	Budget /resources	Deadline/timeframe	Success criteria
Internal communication			
Meeting agenda	Teams, Project Team (all team leads)		Issued and on website
Meeting minutes	Teams, Project Team		Issued and on website
Newsletters	Project Team	Monthly	Issued and on website
Website	Tracy & Shana	As required	Issued and on website

Executive presentations	Jo	As per plan & at CEO meetings	Presented and on website
Progress Reports	Jo, Project Team and Teams	As per plan	Written and on website
Ad Hoc reports	Jo, Project Team, and Teams	As per plan	Written and on website
Kiosk set up and maintenance	DD team, computer, phone line	July - August	2 question completion survey
Posters in high traffic areas	DD team, paper, printing costs	July 2007	Performance metrics
“Memo” labels on envelopes	DD team, printing costs, labels	July, August, September 2007	Performance metrics
Catapalooza	DD team, table set up, computer hook up, incentive	August 2007	
Bank Fair	DD team, SUB rooms, table set ups, paper, computer hook up	September 2007	
ESS Training	DD team, rooms, Connie Hupka, computers	ongoing	<u>Satisfaction surveys</u>
NEBO Training	DD team, computer	pending	
End of Project		December 2007	

8. Evaluating Success

How will you know if you have succeeded and met your objectives? How are you going to evaluate your success, what performance indicators and evaluating measures will you use.

Provision of communications and updates as per schedule.

Results of client satisfaction surveys showing increased satisfaction with Administration and Finance services at the completion of implementation demonstrated by Performance Metrics showing notable improvement and thus graduating from process improvement to business as usual activities.