

Business Process Review Web and Departmental Time Entry Communications Strategy May 2007

1. Objectives of the Project

A very 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 Web Time Entry and Departmental Time Entry Team (WTE/DTE Team) is responsible for implementing the Banner web-based time entry system across the four campuses. The web-based time entry system provides an opportunity to improve efficiency and accuracy in time entry by moving from the time-intensive manual paper processing of paper time sheets to electronic time entry by employees, electronic approvals by supervisors and others required by departments, which then feeds directly into the Banner payroll process. The Implementation Team objectives include defining system parameters, partnering with pilot groups to seek their input in the process, and test the time entry functionality for their various departments, ensure an accurate Banner interface, prepare documentation for the specific user groups and provide training for all levels of users at all four MSU campuses.

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 programme/centre.

The WTE/DTE Team's primary objective in communication is to:

- Provide all campuses with positive impetus and direction for implementing this process
- Seek input from a variety of constituent groups
- Keep all campus departments/employees informed of progress and status of implementation
- Explain the advantages and changes

Key messages are:

Embrace Change: Improve Your Future

- 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.
- 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 promote career development opportunities within the University – and many of these skills will also be attractive to employers in the private sector.
- SungardHE Banner and Microsoft Office are MSU's institutional business tools. Many of our BPR improvements will be relying on these IT products.
- Benefits for each department includes:
 - More control over time entry process

- Ability to track and manage transactions
- Less duplication of effort
- Minimize errors
- Less reliance on paper
- Audit reports available to all departments
- Following best practice trends industry-wide
- Benefits for employees include:
 - Reduction of errors
 - Ownership of time entry
 - Improved skill base
 - Improved career opportunities from additional skills and experience
- Think about life before e-mail. Preparation of memos, internal mail delivery, waiting days for a written response, and filing the mail. Compare this to life with e-mail. Rapid preparation time, rapid turnaround and response times, and electronic filing. Would we want to go back to life before email?

Mayor Concerns:

Attending training requires time and commitment:

- As technologies change, all of us throughout MSU, like any other enterprise, have to update their skills in order to be fully effective and productive employees.
- If employees are well-trained, they will save time because they will be utilizing more automated applications and processing.

New skills mean new responsibilities

- New skills do not mean new responsibilities. New skills allow employees to take care of routing paper processing tasks more quickly – so they have much more time to support the Primary Objectives and Constituents of their department.

Lack of Banner skills

- SungardHE Banner and Microsoft Office are MSU's institutional business tools. Many of our BPR improvements will be relying on these IT products. It is an employee's responsibility to learn now to use the institution's business tools. MSU will provide every opportunity to train employees in the acquisition of new skills to promote career development opportunities within the University – and many of these skills will also be attractive to employers in the private sector.

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.
- We need to invest the time to reap the benefits

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. The Web and Departmental Time Entry Implementation Team will:

- Present communication plan to the BPR Oversight Committee.
- Develop and present a high level overview of the actual web and departmental time entry processes, our rollout methodology for each campus, and the training that will be available.
- Plan a campus visit to Billings, Great Falls and Havre to present this high level overview to Chancellor's and Dean's Cabinets and/or Directors.

Middle Management: Deans, Directors and Department Heads:

The middle management group of Deans, Directors and Department Heads are also a critical group from two perspectives: being part of the visible executive support group, and being a key constituent group who are often the “end users” 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 assist them in making decisions to facilitate activities in their departments.

- Present the same high level overview of the WTE and DTE processes, rollout methodology and training plan to the following groups:
 1. Administration and Finance Leadership Council
 2. Dean and Assistant Dean's Councils
 3. Faculty and Professional Councils
 4. AES, ES and FSTS
 5. Auxiliary Services Directors
 6. Facilities Services Directors

Employee Groups:

These groups will be the most directly impacted by our changed processes. In the advent of wholesale change, we expect many of them to be very vocal and anxious about the new time entry process. 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 and the executive groups of that institutional unit.

- Develop a more detailed presentation of the WTE and DTE processes, including security, approvals, rollout methodology, training availability to the following groups:
 1. WTE/DTE Advisory Group
 2. HR Personnel & Payroll Offices on the four campuses
 3. Student Affairs Group

4. OSP Roundtable
5. Colleges (working with Dean's Administrative Officer to determine appropriate group)
6. Athletics
7. Facilities Services
8. Auxiliary Services
9. Open forums for all employees

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 Web and Departmental Time Entry the other employees.

- OSP Roundtable meetings (monthly)
- HR Budget Roundtable meetings (monthly)
- CEPAC meetings (monthly)
- ASMSU
- Student Affairs Group (monthly)
- ITC Directors (weekly)
- ITC Directors and Staff (quarterly)

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"> • Provost's Office • Student Affairs • Office of Sponsored Programs • Administration and Finance 	Exec Presentations Newsletters, Website Ad Hoc reports

<ul style="list-style-type: none"> • Great Falls Campus • Billings Campus • Northern Campus 	
University Community – employees	Newsletters, BPR Website Portal Team Communication Plan Training and help sessions Governance Councils MSU Today Business Procedures Workshops OSP Roundtable Advisory Group Key Constituent Group Super Users
Students	Newsletters, Website Team Communication Plan Training and help sessions Governance Councils MSU Today ASMSU MyMSU Portal

6. Communication Timeframes		
Key Audience	Regular Communications	Responsibility
Executive Management: CEO's	Board of Regent meetings (every two months)	Rolf Groseth/Jo Oudshoorn
Executive Management: Campus executive	BZN: PEC Monthly updates Other campuses??	Jo Oudshoorn
Middle management	BZN: Administration and Finance Student Administration Assistance Dean's Council BL, GF, Northern CFO conference calls	Jo Oudshoorn, Karen Maika, Team Lead Campus representatives on Oversight Committee Karen Maika, or Implementation team member
Campus Community	BZN: OSP Round Table BL, GF, Northern	Jo Oudshoorn, Karen Maika, Team Lead Campus representatives on Oversight Committee and use of the existing electronic

	Achievement of a milestone or critical event. End of any stage of implementation.	newsletters at BL, GF, HV
Special Communication	<p>Initiative Specific communications:</p> <ul style="list-style-type: none"> ▪ Communication to sample test groups 8/1/07 ▪ Communication to Pilot Groups 9/1/07 ▪ This section will be updated upon completion of sample test group ✓ Competing events calendar (embedded in this .doc) See Note #1 below. ✓ Approvers may need Banner installed on pc's - BL, GF, HV ✓ Assessment by campus IT of approver's pc's Banner ready? See Note #2 below 	Karen Maika, Michael Barber, Ken Wardinsky and Mike Campbell
Specific Communication Timeframes	7/01/2007: At this point in time it's too early in the process of kicking the tires of this functionality to accurately identify specific timeframes for our communication plan. Will update as soon as we get past this initial phase of testing.	

Note #1: Working with each campus to prepare a 'competing events' calendar to assist the team with the planning of trainings, testing, roll-out for specific departments, etc. We need to be mindful of student events like orientations, registration, 15th class day, etc. when working with Academic Departments.

Note #2: Banner is not widely distributed outside the Administrative functional offices on the Billings, Great Falls and Northern campuses; therefore, it is anticipated some that non-Banner users will become approvers in the Web and Departmental time entry processes. Karen will work with the IT staff on these three campuses to have Banner installed on the pc's once the approvers have been determined.

Possible Competing Events

May 2007

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Notes:		1	2	3	4	5 BL, HV Commencement
6	7	8	9	10	11 GF Commencement	12 BZ Commencement
13	14 BL Summer Session Begins	15	16	17	18	19
20	21 BZ GF Summer Session Begins	22	23	24	25 BZ Supplemental payroll Bi-weekly Payday	26
27	28 Holiday	29	30	31 BZ opening payroll	Notes:	

June 2007

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Notes:					1 BZ Payroll processing	2
3	4	5	6	7	8 BL GF Payday	9
10	11 BZ HV Payday Orientation	12	13	14	15	16
17	18	19	20	21	22 BL GF Payday	23
24	25	26 BZ Supplemental Payday	27	28	29	30

July 2007

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1 BZ opens payroll	2	3	4 Holiday	5	6 BL GF Payday	7
8	9	10	11 BZ HV Payday	12	13	14
15	16	17	18	19	20 BL GF Payday	21
22	23	24	25	26 BZ Supplemental Payday	27 GF Summer Session Ends	28
29	30	31 BZ opens payroll	Notes:			

August 2007

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Notes:			1	2	3 BL GF Payday	4
5	6	7	8	9	10 BZ Summer Session Ends BZ HV Payday	11
12	13	14	15	16	17 HV Summer Session Ends BL GF Payday	18
19	20	21	22 BZ Fall Orientation	23 BZ Fall Orientation	24 BL Summer Session Ends BZ Fall Orientation BZ Supplemental Payday	25
26	27 BZ, GF, HV Fall Classes Begin	28	29	30	31 BL GF Payday	Notes:

September 2007

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Notes:						1
2	3 Holiday BZ opens payroll	4	5 BL Fall Classes Begin	6	7	8
9	10	11 BZ HV Payday	12	13	14 BL GF Payday	15
16	17 BZ, GF, HV 15th Class Day	18	19	20	21	22
23	24	25 BL 15th Class Day	26 BZ Supplemental Payday	27	28 BL GF Payday	29
30 BZ opens payroll	Notes:					

October 2007

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Notes:	1	2	3	4	5	6
7	8	9	10	11 BZ HV Payday	12 BL GF Payday	13
14	15	16	17	18	19	20
21	22	23	24	25	26 BL GF Payday BZ Supplemental Payday	27
28	29 GF Spring Registration	30 GF Spring Registration	31 GF Spring Registration BZ opens payroll	Notes:		

November 2007

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Notes:				1 GF Spring Registration	2 GF Spring Registration	3
4	5 BL Spring Registration	6 BL Spring Registration	7 BL Spring Registration	8 BL Spring Registration	9 BL Spring Registration All 4 Campuses Payday	10
11	12 Holiday	13	14	15	16	17
18	19	20	21 BL GF Payday	22 Holiday	23 Holiday	24
25	26 BZ Supplemental Payday	27	28	29	30	Notes:

December 2007

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Notes:						1
2 BZ opens payroll	3	4	5	6	7 BL GF Payday	8
9	10 BL, BZ, GF, HV Finals Week	11 BL, BZ, GF, HV Finals Week BZ HV Payday	12 BL, BZ, GF, HV Finals Week	13 BL, BZ, GF, HV Finals Week	14 BL, BZ, GF, HV Finals Week	15
16	17	18	19	20	21 BL GF Payday	22
23	24 Holiday BL, BZ, GF only	25 Holiday	26 BZ Supplemental Payday	27	28	29
30	31	Notes:				

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			
Newsletters <ul style="list-style-type: none"> Project updates FAQs Rollout dates Pilot department listings 	Implementation Team	Monthly – beginning June 15, 2007	Issued and on BPR website
Web Updates <ul style="list-style-type: none"> Implementation Plan Communication Plan Newsletters 	Tracey Simonson	Continually updated as implementation progresses – beginning June 15, 2007	Issued and on BPR website

<ul style="list-style-type: none"> • Training Materials • Contact Names 			
Executive Presentations <ul style="list-style-type: none"> • High level process descriptions • Progress Updates 	Jo and Implementation Team	Per invitation to scheduled meetings	Issued and on BPR website
Scheduled presentations for Academic Departments <ul style="list-style-type: none"> • Process descriptions • Progress updates • Q & A 	Implementation Team	Monthly – beginning September 1, 2007	Presented and on BPR website
Camtasia Presentations <ul style="list-style-type: none"> • What WTE/DTE will do for you • Training Materials <ol style="list-style-type: none"> 1. Employees 2. Approvers 3. Payroll managers and technicians 	Tracy and Implementation Team Presented along with training with specific groups at rollout	As needed – beginning September 1, 2007	Written and on BPR website

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.

Results of client satisfaction surveys showing satisfaction with Web and Departmental Time Entry process upon completion of implementation. Also Performance Metrics showing: 1) reduction in time spent by payroll offices producing, sorting and distributing timesheets to campus, 2) entering time, 3) reduction in the number of adjustment checks, and 4) time spent by departments collecting time, filling out paper timesheets and returning them to HR/PPS.