How to Effectively Manage Your SSO Marketing, PR & Communication

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Outcomes

- Understand the unique nature of Shared Services as it relates to communication and marketing.
- Leave with new ideas and options for communicating your initiative.
- Share best practices.
- Engage with new colleagues.

We are…

- Kim Lane, director of communications
  - Five undergraduate, two graduate colleges all centrally located
    - Pomona the first college was founded in 1887, most recent, KGI, founded in 1997
  - Each has it's own president, board of trustees.
  - No umbrella organization
  - CUC is a separate shared service center, providing 31 services
    - Several collaborative projects underway – Financial systems, HRIS, IT are lead by CUC CEO
    - SIS

CLAREMONT UNIVERSITY CONSORTIUM
Serving THE CLAREMONT COLLEGES

We are…

- Bryan Garey, University of Virginia, Assistant Vice President, Human Resources
- About UVA
  - Founded by Thomas Jefferson in 1819 with a unique public mission that continues as we approach our bicentennial
  - Composed of 11 Schools the College of Wise in Southwest Virginia
  - Over 20,000 students
  - Over 28,000 employees, 16,000 faculty/staff and 12,000 health system team members
  - Ranked as
    - #2 public university in 2017, #24 overall
    - #2 best college value
    - #1 hospital in Virginia
- About Ufirst
  - HR Transformation project aligning academic and health system; includes Workday implementation
  - System go-live, July 2018

Activity

- Write down a project or initiative that you are currently working on or rolling out
  - What's the scope?
  - Where are key points of resistance?
  - How do you communicate and market the work?
  - What is working well?
  - What could be improved?

University Comms. vs. Shared Services Comms.

- **University communications:**

  - PR and marketing for the university as a whole.

  - Storytellers: Produces and disseminate news and information for and about alumni, donors, media, students.

- Sample university communications mission:

  - University communications provides communications, marketing, and public relations services that advance our mission as well as our reputation and identity as a leading academic and research institution

- Crisis communications

Communicating for a SSC – How is it different?

- Stakeholders to a particular initiative or project
  - Largely an internal audience
  - They are also our colleagues

- Usually need to know information

- Provide information that people may or may not want to know
  - They say: "If I pretend it's not there it will go away."
  - SSC comms say: "They just don't yet know that they want to know."

- Change management
  - Change is hard: Many times we want them to take a specific action or change the way they are currently doing something.

- Crisis communications

The role of the effective communication team

- Watch, listen, talk to people

- That means:
    - Identifying key audiences, messages, delivery methods, points of resistance,
        - The who, what where, when, why and how.
    - Using a broad range of communication tools to let people know what's coming, what they will need to do and how they can be successful.
    - Regularly evaluating effectiveness and being ready to quickly shift gears as needed
    - Help to identify, address and communicate about wins, points of resistance, actions, etc.

Qualities of an effective communication team

- Think outside the box.

- Understand the audience.

- Develop forward strategies to address real and potential needs.

- Help busy leadership understand the need transparent and frequent communications.

- Think of communications as a two-way process.

- Help tell people to find out how to be part of the process.

- Turn on a dime.

- Have the ability to not take things personally!

Building an effective communication team

- Invite the communication staff into the conversation early and often.

  - Team members will be focused on their roles, not the need for communication

  - Communication leaders are trained to identify both positive opportunity, potential challenges and the "What-ifs"

- Put people first and foremost. Example: United Airlines:

  - Employees followed protocol, but based on the communications that followed, no one was addressing the people side.

  - "Reaccommodate" a man who was "disruptive and belligerent" just because he was being asked to leave, and then dragged from his seat.

  - Sent a note to employees backing them, but took much longer to address the issue publicly.

The audience

- Assess who needs to know?
  - Employees whose jobs will be affected
  - Faculty and staff
  - Project sponsors
  - Project staff
  - Managers
  - Specific stakeholder
- Do they all need the same message?

The audience

- 34 stakeholder/audience groups for the CUC HRIS project

Stakeholder / Audience	Stakeholder / Audience Role	Stakeholder Expectations	(I)nfluencer, (R)esistor, (N)either	Required Information	Specific Issues & Concerns	Degree of Influence L,M,H	Degree of Impact L,M,H	Degree of Support Current	Target	Notes
CUC CEO	Owner	Successful implementation of Workday HCM and Kronos, acceptance by TCC constituents, model for future projects	I	Weekly PMO update meetings Monthly status report Monthly budget report	Deficiencies/difficulties with: implementation, meeting colleges needs, budget collaboration, engagement standardization, acceptance.	High	High	High	High	
The Council of The Claremont Colleges	Oversight	Successful implementation of Workday HCM and Kronos. Acceptance by TCC constituents, model for future projects	I	Monthly status report Monthly budget report Verbal reports as needed, information about project progress and major issues	Project on time, on or under budget, acceptance.	High	High	High	High	
BFAC	Budget oversight , influencers, executive Sponsors/Steering Committee	Successful implementation Acceptance by TCC constituents, model for future projects	I	Regular updates (during BFAC meetings) Monthly budget reports.	Deficiencies/difficulties with: collaboration, engagement, standardization, budget	High	High	High	High	Degreee of support varies by college (Who is the project sponsor?)
Controllers	SMEs (for experience in implementing Workday financials)	Information about implementation and synchronization wth existing Workday Financials,	I	Regular communication about project status	Synchronization with existing Workday Financials system.	Medium	Medium	High	High	
Business Office Staff	End Users	Job competency and proficiency (not sure this applies), NOT SURE	N	Demonstrations Training Post deployment support	Job uncertainty Low level of participation/influence (not consulted)	Low	High	Low	High	Will use as part of their job (see super users)
Human Resources Committee (intercollegiate)	HR leaders, influencers, core implementators	Successful implementation Acceptance by TCC constituents	I,R	Regular status reports, majors decisions, consultation	That the system will meet the needs of their colleges, job impact , inpact on workload, training, influence on staff (positive or negative)	High	High	Medium	High	Support fluctuates between colleges and/or topic
HR Staff	End users	Training and proficiency	I,R	Demonstrations, training post-deployment support	Job/role uncertainty, impact on workload,	Low	High	medium	High	
Deans/executive staff	Executive opinion leaders, influencers	Training, ease of use and managing staffing related decisions		High-level updates/ communication templates for their staff and faculty, WIIFM	Willingness to use the system, tech savvy, influence on staff (positive or negative)	Low	High	Low	Medium	

The audience...UVA Ufirst Project

Organization	UVA Leadership	HR Practitioner	Non-HR Colleagues with HR-Related Tasks	Non-HR Colleagues
	▪ Executive Sponsors ▪ SOC ▪ VOC ▪ S3	▪ N/A	▪ N/A	All UVA Colleagues
	▪ President's Cabinet ▪ EVP/COO Direct Reports ▪ Faculty Senate ▪ OELC	▪ UHR ▪ HR practitioners in each school	▪ Payroll	
	▪ CEO's Cabinet ▪ MCMG	▪ HRLT ▪ HR practitioners	▪ Payroll ▪ PeopleSoft team	
	▪ Community Meeting ▪ Senior Operations Group	▪ HR leadership team ▪ HR practitioners	▪ Payroll ▪ HR IT Support	
	▪ Chancellor ▪ Associate Vice President	▪ HR practitioners in College at Wise Human Resources	▪ Payroll ▪ HR IT Support	

Audience Analysis Activity

Using the handout, draft a list of your different audiences and how you plan to approach them.

Identifying the message

- What do ***we need and want*** the audience to know?

- What do ***they want*** to know?
  - WIIFM

- What do you want ***them to do*** and how will they know ***how to do it***?

- How often do we need to tell them?
  - Five to seven times

Delivery

- Delivery options
  - Email
  - Web
  - Social
  - Town Halls
  - Videos
  - FAQs

Delivery

- The sender
  - What level in the organization?
    - Senior administration and project sponsors have a great deal of influence over the organization
    - Managers have a great deal of influence over their staff
    - Co-workers look to each other for information
- The receiver
  - Faculty vs. staff. vs. students
  - Access to email and the internet
  - Hourly employees may not have the ability to attend some events

Outside the box – Face-to-Face

- Even if it's not in your nature a phone call or face-to-face will go a long way.
- Be prepared for suspicion and or frustration

Outside the box – Change ambassadors

- A**mbassadors are:**
  - A formal network to leverage peer-to-peer communication (in addition to traditional communication methods).
  - A group of people who are well respected and can serve as advocates and influence positive change by directing staff with questions or concerns to the appropriate resource(s).
  - A two-way communication channel to ensure rapid and accurate communications to and from the project team and leadership.

- **Ambassadors are NOT:**
  - A replacement for more formal existing communication mechanisms.
  - A decision-making body.

Outside the box – Print
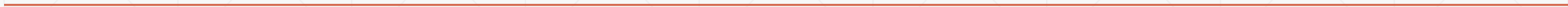
Outside the box – Gamification

- Gamification
  - The use of game-thinking and game mechanics in a non-game context in order to engage people in solving problems and increase contributions
  - Clear goals
  - Trackable progress
  - Shareable status
  - Social visibility
  - Reward

  - Needs more examples

Outside the box – video

Be cognizant of the receiver's perspective

- No matter who the receive, approach each message from the perspective of lowest common denominator.

- Written communication lacks tonality, nuance.
  - The fewer of the senses involved in communication, the more likely it is to be misinterpreted.
  - Example: I never said she stole my money.

Be cognizant of the receiver's perspective

▪ Pepsi -- Kendall Jenner solving tension between protesters and police with a can of soda and a smile.

Be cognizant of the receiver's perspective

▪ **Sender (Pepsi) said:**

  ▪ "A short film about the moments when we decide to let go, choose to act, follow our passion and nothing holds us back … This is a global ad that reflects people from different walks of life coming together in a spirit of harmony …

Be cognizant of the receiver's perspective

- **Sender (Pepsi) said:**

  - "A short film about the moments when we decide to let go, choose to act, follow our passion and nothing holds us back … This is a global ad that reflects people from different walks of life coming together in a spirit of harmony …

- **Receivers (customers) said:**

  - Can't believe Kendall Jenner just solved institutionalized racism and oppression by giving a cop a Pepsi."

  - "Shame on you Pepsi for such a tasteless ad."

  - "Who else is reminded of Dr. Martin Luther King's famously resonant 'I have a Pepsi' speech."

"They'll know what it means"

- Beware of acronyms, verbiage or jargon that may not be familiar to your audience
  - HCM (human capital management????? yikes)
  - Procurement
  - Punch out
  - Life event
  - Single-sign on
  - UAT
  - Workforce administration
  - Change management
  - Budget to actual

"They'll know what it means"

Future State

SME (subject matter expert)

SPA (service partnership agreement)

Tenant

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Delivering Bad News

- Will me or my coworkers lose their jobs?

- Will this affect my benefits?

- Why are you doing this to me?

- Why can't things stay the way they are?

- BE TRANSPARENT!

- If you don't know, say that.
  - Let them know that you will provide more information once it is known.
  - Don't speculate.

Addressing resistance

- Make people feel heard
  - Solicit suggestion/comments
  - Surveys
  - Town halls

- Communicate frequently
  - Make sure they know what is coming
  - Provide and outlet for feedback and questions.

Measure effectiveness

- Identify effectiveness for your project
- Review feedback outlets regularly
  - Are you getting repeated questions about issues that you felt had been adequately communicated about
- Surveys
  - Baseline with regular followups
  - Don't ignore comments because you think they are baseless, out of your control or trivial.
- Analytics
- Other
  - Are people using the feedback outlets, responding to surveys or attending townhalls, etc.
- Be readying and willing to adjust as needed.

Remember

- Build it and they will come doesn't work for SSC communications.

- Keep it light, breezy and easy to understand

- Make it clear to them what you want them to do and how doing that will be beneficial to them.
  - WIIFM

- Keep the recipient's viewpoint in mind

  How can they misread the message?

- Avoid jargon

- Don't avoid bad news

- Define success, measure regularly

Activity

- Using the activity, project or initiative that you are currently working on or rolling out create a communications need plan

- Who is the audience
  - What do they need to know and how will they know how to do it?
  - What will do they want to know (address at least one negative)

- What are the possible points of resistance and how will you address

- Best delivery method?

- Who will the message come from

- What are the wins

- Identify one or two terms that might be misunderstood or misinterpreted

- Ask others for ideas and suggestions.

Share

- What have you learned from us or others in the room that you will take back and use in your future communications efforts.
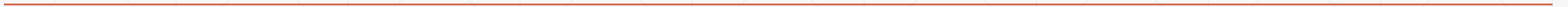
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