COMMUNICATION PLAN

This plan revises and supersedes
pages 21 and 22 of the Project Administration Document and
the communication plan effective July 1, 2001

October 23, 2002
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Scope/Objective of Communication Plan

1. This document identifies the communication plan as it pertains to the Banner HR phase of Project FRESH, scheduled to go-live on July 1, 2003. It does not address communications regarding the Banner Finance system, which is currently in production.

2. The objective of this plan is to describe the “who” and the “how” of Project FRESH communication regarding the Banner HR implementation, not the “what” or the “why.” In other words, this plan is not intended to be a marketing plan or public relations document. It is intended to identify the methods of communication rather than the message itself.

3. Communication in the form of training and post-go-live support to users will be addressed in separate plan documents.

General Principles of Communication Plan

1. The Communication Plan should be simple, concise, and realistic to implement.

2. This plan is an evolving document and may change as necessary while the project progresses.

3. Communication should:
   a. Be timely, complete, accurate and relevant to the audience.
   b. Promote opportunities for broad and constructive dialogue.
   c. Be made available at the frequency and level of detail suitable to audience.
   d. Be properly approved before distribution to ensure accuracy and consistency of message.

Major Audiences

1. USNH Audiences Inside Project FRESH
   a. Project management (team leaders, project directors, project administrator, etc.)
   b. All other HR Project FRESH members
   c. Executive Steering Committee (ESC)

2. USNH Audiences Outside Project FRESH
   a. Users – Banner HR
      Users who access Banner HR primarily for processing and approving transactions
   b. Users – WebIntelligence (WEBI)
Banner users who also have reporting responsibilities, as well as many
deans, directors, department heads, and some principal investigators who
will access the system for reporting purposes only
c. **Non-users**
   Most administration, faculty, students and trustees

3. **External Audiences**
   a. Vendors, customers, banks, governmental agencies, general public, etc.

### Communication Initiatives

1. **Meetings**

Regularly scheduled meetings will be one of the primary methods of communication throughout Project FRESH. Not only do meetings promote active dialogue and exchange of ideas among participants, but they also provide information to a broader audience. Meeting agendas and minutes that are well documented and distributed provide a valuable means of communicating objectives, accomplishments and plans to those who are not in attendance. They also facilitate in project integration efforts.

**Brown Bag Lunches**

If the need arises, brown bag lunches will be reinstated. The purpose of brown bag lunches is to give people the opportunity for informal dialogue regarding Project FRESH issues. Those attending should bring questions, concerns, rumors, ideas, etc. to the meetings for discussion. Attendance is voluntary and encouraged.

**Presentations and Forums**

Project FRESH management will provide updates at various meetings and forums (for example, BSC Forums, FAC, ITPAC, FINPAC, CCHROS, and Trustee meetings). Some of these meetings will be standing commitments; others will occur as requested. This communication will either be in the form of formal presentations or may be as informal as question and answer periods or mini-training sessions.

2. **Reports**

**Team Leader Weekly Updates**

Weekly updates will be written by team leaders and will be emailed to project management. These updates will identify decisions that have been made, milestones that have been reached, personnel issues, status of open items, communication ideas, and any other relative information the team leaders are able to share. It will then be the responsibility of each team leader to convey pertinent information to their respective team chairs and process groups. (Please see Attachment A - Team Leader Weekly Updates)
Consultant Trip Reports

Each consultant working on the project will be requested to submit a report at least biweekly or immediately following his/her visit. These reports will include comments regarding the progress that is being made in their respective areas, risks or concerns they may have, upcoming events, recommendations, etc. These reports will be emailed to the project administrator, who will file them on the Louise server and notify project management via email.

Electronic News Articles

The objective of electronic news articles is to provide consistent, frequent, and interesting information to a wide spectrum of users, as well as some non-users such as ITPAC, FINPAC and other campus administrators. News articles will be posted to the FRESH Website on a monthly basis or as information needs to be disseminated to audiences beyond Project FRESH members. The format and length of the news article may vary depending upon the content, but it will be kept purposefully simple in order to provide the best content at the lowest cost of resources. News articles will highlight significant accomplishments, describe important upcoming events, inform readers of special considerations, and contain frequently asked questions, etc. The project communications team is the editor of the news articles and has the responsibility of soliciting information from other project members and drafting articles. Members of project management will review the draft before the final copy is produced and posted to the FRESH Website. An email will be sent to all known users and other interested parties informing them that the latest news article is available on the Web.

3. Websites

FRESH Website

The Project FRESH Website, www.fresh.unh.edu, is the primary source of news and information regarding the HR phase of the project. The site contains information on the project’s background, organizational structure, timelines and calendars, some meeting agendas and minutes, drafted procedural documents, legacy vs. Banner documentation, news articles, and details (when available) on end-user training and support. The site also provides an opportunity for user feedback via web-enabled forms and e-mail links to project staff.

Website content is provided by a variety of sources including the project directors, administrator, team leaders, communication team, process groups, etc. The communication team will be responsible for ensuring that Project FRESH’s commitment to frequent updates of the Website is followed through.
Banner HR FYI Website

Similar to Finance, HR will develop an FYI website with a link on the Banner Explorer screen. This website should be available for go-live and will contain information that will be helpful to users once Banner HR is in a production mode. The Banner HR News email alias (see below) will be utilized to send out messages to users, informing them of pertinent information that is posted to the site. When possible, messages will be posted to the FYI site and emails will be sent to users to provide them with links to the site, rather than communicating the details of the message within the body of the email. This will provide a history of Banner HR messages that users will be able to use as a reference.

4. Email

Banner HR News Email Alias

An email alias called Banner HR News will be established to send messages to users and Project FRESH members to inform them of the latest news articles, upcoming events, system availability and other critical information. The communication team will have ownership of the Banner HR News email address in Outlook and will monitor the inbox for incoming messages. The purpose for using the alias is so that email messages are sent from one source and not from specific individuals.

Banner HR Users Email Distribution Lists

Email distribution lists for Banner HR users at each campus will be established to communicate directly to users.

5. Timeline

Project management tools are essential to ensuring that project participants are moving towards a common goal. A timeline of tasks will be used to promote dialogue among the teams and to identify key milestones, deliverables, interdependencies, and resource requirements.

6. Articles in USNH Publications and Press Releases to Non-USNH Publications

Articles will be submitted to newspapers and other publications, both USNH and non-USNH, when requested by the ESC or project management. These articles will be used to increase general awareness of the project and highlight significant and newsworthy accomplishments or goals.
**Summary of Communication Effort**

The following table identifies the primary intended audiences, the corresponding communication initiatives, and frequency of communication for each.

<table>
<thead>
<tr>
<th>Communication Initiative (See description)</th>
<th>AUDIENCES</th>
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<tbody>
<tr>
<td></td>
<td>Project Mgmnt, Including Team Leaders</td>
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<tr>
<td>1 Meetings:</td>
<td></td>
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<tr>
<td>a. Team Leaders</td>
<td>Weekly</td>
</tr>
<tr>
<td>b. HRCC *</td>
<td></td>
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<tr>
<td>c. Business Process Teams</td>
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<tr>
<td>d. Brown Bag Lunches</td>
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<tr>
<td>e. ESC *</td>
<td></td>
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<td>f. BSC Forum *</td>
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<tr>
<td>g. FAC *</td>
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<tr>
<td>h. CCHROS *</td>
<td></td>
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<tr>
<td>i. ITPAC *</td>
<td></td>
</tr>
<tr>
<td>j. FINPAC *</td>
<td></td>
</tr>
<tr>
<td>k. Campus Visitations</td>
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<tr>
<td>l. Trustees</td>
<td></td>
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<tr>
<td>m. Issue-Specific Meetings</td>
<td>As needed</td>
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<td>2 Reports:</td>
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<tr>
<td>a. Team Leader Updates</td>
<td>Weekly</td>
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<tr>
<td>b. Consultants</td>
<td>Biweekly or after trip</td>
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<tr>
<td>c. Electronic News Articles</td>
<td>Monthly or as needed</td>
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<tr>
<td>3 Websites</td>
<td>Ongoing</td>
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<td>4 Emails</td>
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<td>5 Timeline</td>
<td>Ongoing</td>
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<tr>
<td>6 Publications</td>
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* See following table for descriptive name of acronym.

The following table identifies the descriptive names associated with the acronyms in the Summary of Project’s Communication Effort matrix above.
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Descriptive Name</th>
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<tbody>
<tr>
<td>HRCC</td>
<td>Human Resources Coordinating Council</td>
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<tr>
<td>ESC</td>
<td>Project FRESH Executive Steering Committee</td>
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<tr>
<td>BSC</td>
<td>Business Service Center</td>
</tr>
<tr>
<td>FAC</td>
<td>Finance and Administration Council - UNH</td>
</tr>
<tr>
<td>CCHROS</td>
<td>Campus Chief Human Resource Officers</td>
</tr>
<tr>
<td>ITPAC</td>
<td>Information Technology Planning and Advisory Council</td>
</tr>
<tr>
<td>FINPAC</td>
<td>Financial Policies and Planning Council</td>
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**Resources**

1. **Communication Team**

The communication team is comprised of two Project FRESH members who will devote a portion of their time to communications in addition to spending time on other priorities of the Banner HR implementation.

2. **Other Resources**

Communication is everyone’s responsibility. Therefore a percentage of everyone’s time will be spent putting elements of the communication plan into action. The success of the communication plan depends greatly on audiences speaking up and asking questions. Suggestions for improved communications or specific news articles are always welcomed.
1. **Objectives**

   a. To provide relevant, timely, complete, concise, and accurate information for (1) team leaders and their committees and coordinating councils (as applicable) and (2) effective overseeing of Project FRESH by co-directors.
   
   b. To enhance the team leader meetings with the intent of increasing the efficiency of the meetings.
   
   c. To provide information that may be communicated to other Project FRESH members and/or to audiences outside of Project FRESH via newsletters, meetings, forums, etc.

2. **Authors**

   a. HR    Carol Powers  
   b. MR    Jackie Snow  
   c. IT    Dwight Fischer and Bill Baber  
   d. Mods  Diane Cotter  
   e. Training  Carol Powers  
   f. Testing & Acceptance  Dwight Fischer

3. **Distribution List**

   a. Team Leaders (Bill Baber, Carol Powers, Alice Samuel, and Jackie Snow)  
   b. Other Project Leaders (Dwight Fischer and Ki Cheng)  
   c. Project Administrator (Diane Cotter)  
   d. Co-directors (Ken Cody and Bob Cape)

4. **Frequency**

   Weekly

5. **Method**

   Email

6. **Format** (generally not to exceed 2 pages)

   The format may be free form, but should include discussion of the following subjects if applicable.

   **People**

   Identify any changes in personnel. Recognize individuals or groups for jobs that are well done or for actions such as quick responses to requests. These accolades
are not only for members of your respective team, but are for anyone involved in the project.

Accomplishments/Status Update
What did your team work on in the past week? Did you complete key tasks that project management and other teams should know about? What is the status of the timeline?

Decisions Made
What decisions were made this week? Clearly and concisely describe the decision and reference where detailed documentation on the decision can be found.

Open Items/Decisions to be Made
This section should include items that still need resolving. Are there pending decisions? Is there information that needs researching? This section should be a cumulative list of open issues. It should not, however, be a list of all the tasks that are not yet completed. When possible, identify responsible person and date needed.

Problems/Concerns/Risks
What are some problems that your team is or will be running into – time constraints, waiting for information, dependencies, resource issues, system problems, etc.? Try to identify and raise these potential risks as far in advance as possible, even if the problem is not yet real or may be mitigated somehow. Early detection of potential risks is extremely important for the success of the project.

Next Week’s Focus
Outline planned activities, goals and areas of emphasis for the next week.

Upcoming Events
Identify important milestones that are approaching or special meetings that will be held. Consider the next two to six weeks.

Recommended Topics for News Articles
Identify topics that you think would be appropriate for the news articles. Is there information that needs communicating to the audience beyond Project FRESH members? In your report, identify these topics by either specifically stating they are news article items or reference them with an asterisk (*).

Other Comments/Questions (Add section headings as applicable)
State anything you think would be beneficial for project management, including team leaders, to know.