



# **University of Alaska UAHR Organization Design**

## ***Recommended Change Communications Strategy and Plan***

**Prepared by Sibson Consulting  
March 29, 2007**

## About This Material

**On the following pages is a suggested framework for communicating the University of Alaska's Human Resources organizational design work to the University's leadership, HR staff, and HR customers. This material is organized into the following sections:**

- Key communications considerations
- Change positioning and messaging
- Identification and analysis of stakeholder (audience) needs
- Tactical communications delivery recommendations
- Description of proposed communications deliverables
- Change communications timeline
- Required resources
- Next steps

## Communicating Change – Key Considerations

To support the University’s Human Resources organization change and redesign effort, our communications must:

- Provide stakeholders with a clearly articulated “**case for change**”
- Come from a **trusted and credible** messenger
- Have **visible and vocal support** from organizational leadership (top-line, local, functional)
- **Anticipate and address** each stakeholder group’s information needs
- Connect each individual’s **role and accountabilities** with the UAHR organization’s charter and objectives
- Be appropriately **paced and sequenced** – delivery of information must align with and support all phases of the HR redesign and also factor in our ability to reach stakeholders during the academic calendar
- Provide mechanisms for **collecting, assessing and responding** to stakeholder feedback and questions

## Change Positioning and Messaging

**Strategic communications are designed to influence stakeholder perceptions and behaviors. Our audience(s) must have a clear and compelling picture of the business drivers of change. They must believe that change will make conducting business with Human Resources easier. They must be open to learning how change will impact them personally.**

*Driving these desired perceptions is no small task!* But it can be accomplished by delivery of clear and consistent messages over time. To this end, we suggest framing the University's communications to stakeholders through the themes outlined on the following page.

## Change Positioning and Messaging *(continued)*

- **Business drivers of change** – Change is a normal and natural part of any organization’s business. And, as the University’s business needs and our customers’ needs evolve, our Human Resources organization must position itself to understand and meet those changing needs on an ongoing basis.
- **Customer impacts** – Throughout our HR organization design work, we are making every effort to meet our customers’ needs in the short-term. At the same time, we are working now to define the processes and practices required to align the **UAHR** function with our customers’ requirements for the future. The UAHR organization will be designed around these requirements, and as our organization and its business processes change, we will communicate with and train our customers to understand and work with UAHR in the “new world.”
- **HR process and delivery improvements** – We are all working very hard and doing good work. However, our stakeholders (the University’s leadership, our customers, and our own HR staff) have identified real opportunities for improvement. This means we must look carefully at **how** we’re getting our work done and consider how we can more effectively position and align our staff, and streamline or redesign our processes, to deliver the best possible service to our customers.
- **Changes for HR staff** – Some reporting relationships and job roles and responsibilities may change as we work toward building one HR organization – **UAHR** – that supports our customers in Fairbanks and our rural areas. **We anticipate no reductions in staff as a result of our design work.** Indeed, we believe our HR design work will result in growth and development opportunities for many of our HR team members. We are committed to providing you with the training you need to thrive within our new organization structure.
- **Timing** – Designing and building the UAHR function will not happen overnight. We are reviewing our top priority customer requirements and anticipate phasing in change over time. We should have a clear picture of our new organization by fall 2007, with changes in our processes and practices following throughout 2008. We will engage our stakeholders in frequent and open communications through all phases of our HR design work.

# Identification and Analysis of Stakeholder Communications Needs

**The University has a broad range of communications stakeholders, each with unique information needs. As we manage and support the change implementation process, we must take care to address the possible needs of each audience in our planned communications activities and as issues emerge throughout the process.**

The following section identifies our potential audience groups, documents their communications needs, and identifies the messengers we might use to most effectively reach each audience.

# Identification and Analysis of Stakeholder Communications Needs *(continued)*

Stakeholder Group	Information Needs	Messengers/Sources	Communication Frequency
<p><i>Human Resources</i></p> <ul style="list-style-type: none"> <li>➤ HR Council</li> <li>➤ HR process design teams</li> <li>➤ HR directors</li> <li>➤ General HR staff</li> <li>➤ Work team leaders</li> <li>➤ Work teams</li> </ul>	<ul style="list-style-type: none"> <li>➤ Strategic positioning</li> <li>➤ Process design information – priorities and status</li> <li>➤ Timeline to progress</li> <li>➤ Planning/emerging issues</li> <li>➤ Reporting relationships and support through the new organization</li> <li>➤ Team/job specific information and training</li> <li>➤ Contact information</li> <li>➤ Ongoing FAQ and feedback opportunities</li> </ul>	<ul style="list-style-type: none"> <li>➤ HR Leadership</li> <li>➤ Steering Committee</li> <li>➤ HR Redesign Senior Advisory Group</li> </ul>	<ul style="list-style-type: none"> <li>➤ Milestones</li> <li>➤ Written communications every two weeks</li> <li>➤ Regularly scheduled meetings</li> <li>➤ As-needed or issue-driven updates</li> </ul>

# Identification and Analysis of Stakeholder Communications Needs *(continued)*

Stakeholder Group	Information Needs	Messengers/Sources	Communication Frequency
<p><i>University Leadership (UAF, GI, Statewide, System)</i></p> <ul style="list-style-type: none"> <li>➤ Senior HR Redesign Advisory Group</li> <li>➤ Board of Regents</li> <li>➤ Cabinet</li> <li>➤ Presidents</li> <li>➤ Chancellors</li> <li>➤ Vice Chancellors</li> <li>➤ Provosts</li> <li>➤ Deans</li> <li>➤ Rural site leadership</li> </ul>	<ul style="list-style-type: none"> <li>➤ Strategic positioning</li> <li>➤ Change impacts</li> <li>➤ Timeline to progress</li> <li>➤ Planning/emerging issues</li> <li>➤ Process design change overview</li> <li>➤ Reporting relationships and support through the new organization</li> <li>➤ Contact information</li> </ul>	<ul style="list-style-type: none"> <li>➤ Steering Committee</li> <li>➤ Senior HR Redesign Advisory Group</li> <li>➤ President and his leadership</li> <li>➤ Board of Regents</li> </ul>	<ul style="list-style-type: none"> <li>➤ Milestones</li> <li>➤ Regularly scheduled meetings</li> <li>➤ As-needed or issue-driven updates</li> </ul>

# Identification and Analysis of Stakeholder Communications Needs *(continued)*

Stakeholder Group	Information Needs	Messengers/Sources	Communication Frequency
<p><i>University Councils</i></p> <ul style="list-style-type: none"> <li>➤ Business Council</li> <li>➤ SAC</li> <li>➤ UAF Faculty Senate</li> <li>➤ Staff Council</li> <li>➤ SAA</li> <li>➤ ASUAF</li> <li>➤ UAF Provost Council</li> <li>➤ IT Council</li> </ul>	<ul style="list-style-type: none"> <li>➤ Strategic positioning</li> <li>➤ Change impacts</li> <li>➤ Timeline to progress</li> <li>➤ Planning/emerging issues</li> <li>➤ Process design change overview</li> <li>➤ Reporting relationships and support through the new organization</li> <li>➤ “Employee” perspective on change</li> <li>➤ Contact information</li> </ul>	<ul style="list-style-type: none"> <li>➤ Communications Committee liaisons</li> <li>➤ HR Leadership</li> <li>➤ Steering Committee</li> <li>➤ HR Redesign Senior Advisory Group</li> </ul>	<ul style="list-style-type: none"> <li>➤ Milestones</li> <li>➤ Regularly scheduled meetings</li> <li>➤ As-needed or issue-driven updates</li> </ul>

# Identification and Analysis of Stakeholder Communications Needs *(continued)*

Stakeholder Group	Information Needs	Messengers/Sources	Communication Frequency
<p><i>Line Customers</i></p> <ul style="list-style-type: none"> <li>➤ PPAs</li> <li>➤ Department heads</li> <li>➤ Supervisors</li> <li>➤ Employees</li> </ul>	<ul style="list-style-type: none"> <li>➤ Strategic positioning</li> <li>➤ Change impacts</li> <li>➤ Timeline to progress</li> <li>➤ “Employee” perspective on change</li> <li>➤ Process design change overview</li> <li>➤ Reporting relationships and support through the new organization</li> <li>➤ Contact information</li> <li>➤ FAQs and feedback</li> </ul>	<ul style="list-style-type: none"> <li>➤ HR Leadership</li> <li>➤ Steering Committee</li> <li>➤ HR process design teams</li> </ul>	<ul style="list-style-type: none"> <li>➤ Milestones</li> <li>➤ Regularly scheduled meetings</li> <li>➤ As-needed or issue-driven updates</li> </ul>

# Identification and Analysis of Stakeholder Communications Needs *(continued)*

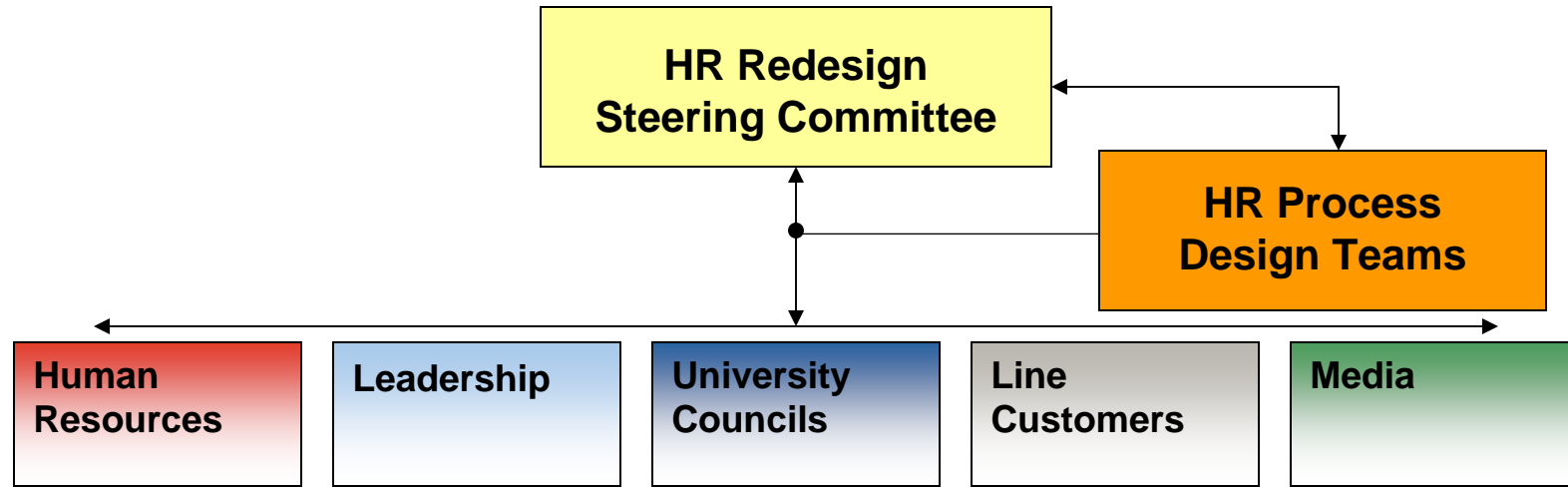
Stakeholder Group	Information Needs	Messengers/Sources	Communication Frequency
<p><i>Media</i></p> <ul style="list-style-type: none"> <li>➤ Information officers</li> <li>➤ Sun Star</li> <li>➤ Cornerstone</li> <li>➤ Other university-sponsored news sources</li> <li>➤ Chamber Line</li> <li>➤ Fairbanks television and radio</li> <li>➤ Recruiting outreach</li> </ul>	<ul style="list-style-type: none"> <li>➤ Milestones and progress</li> <li>➤ Emerging issues</li> <li>➤ Good news</li> <li>➤ Announcements</li> </ul>	<ul style="list-style-type: none"> <li>➤ Steering committee</li> <li>➤ Communications Committee liaisons</li> </ul>	<ul style="list-style-type: none"> <li>➤ Announcement and celebration of milestones</li> <li>➤ As-needed or issue-driven updates</li> </ul>

## Communicating Change – Tactical Delivery Recommendations

**We recommend employment of the following tactics to manage and deliver communications throughout all phases of the design of and transition to the UAHR function:**

- Facilitation of an ongoing “cascade” of information from the HR redesign steering committee team to our audience constituencies; our suggested cascading communications framework is illustrated on the following page
- Delivery of targeted communications to audience groups as transition components are phased in — i.e., right user, right information, right time
- Keeping the University’s and HR leadership informed and work to ensure their visible support throughout the transition’s phases
- Coordinated of the use of all appropriate internal/external communications channels
- Deliberate reinforcement of consistent key messages across all communications channels
- Development, promotion, and monitoring of two-way feedback channels

# Proposed Cascading Communications Model



## Information and Two-Way Feedback Channels

- Face-to-face meetings
- Change briefs
- Broadcast e-mail
- HR redesign web site
- Process training
- Meeting evaluations and feedback cards
- FAQs

- Face-to-face meetings
- Change briefs
- Dean/Directors e-mail distribution
- Meeting evaluations and feedback cards
- FAQs

- Face-to-face meetings
- Change briefs
- HR redesign web site
- University news sources
- Meeting evaluations and feedback cards
- FAQs

- Face-to-face meetings
- Broadcast e-mail
- HR redesign web site
- University news sources
- Process training
- Meeting evaluations and feedback cards
- FAQs

- Face-to-face meetings/ interviews
- Change briefs
- HR redesign web site
- University news sources
- Online newsroom
- Press releases

# Proposed Communications Deliverables

Deliverable	Description
<p><i>Face-to-Face Meetings (a.k.a. "Meeting-in-a-Box")</i></p>	<p>The "meeting-in-a-box" is designed to deliver consistent, accurate and timely information regarding HR process and organizational change to stakeholders through a face-to-face forum. Its content should reinforce the drivers of change and communicate milestones and specific program and process change details as they are built out over time. This tool includes:</p> <ul style="list-style-type: none"> <li>➤ A PowerPoint presentation</li> <li>➤ Talking points</li> <li>➤ Delivery instructions (for meeting leaders and for subsequent "cascade" to targeted audiences, as appropriate)</li> <li>➤ A brief meeting evaluation with space for capturing written audience feedback and questions</li> </ul> <p>We will leverage this tool to communicate with the University's leadership, Human Resources directors and staff, University councils, and key customer groups. Presentations should be customized by audience group, as necessary.</p> <p>We recommend sponsoring a face-to-face presentation, using the "meeting-in-a-box" tool, once per quarter throughout the change implementation process.</p> <p><b><i>Note: As the change implementation plan is developed, we will develop detailed outlines for our suggested "meeting-in-a-box" presentations, to be delivered over the next 12 months. Outlines will identify all target audiences and appropriate messengers for each presentation.</i></b></p>

## Proposed Communications Deliverables *(continued)*

Deliverable	Description
<p><i>Change Briefs</i></p>	<p>Change briefs are one- to two-page documents, whose purpose is to provide stakeholders with an ongoing report of the progress of the HR design and organization change effort. We recommend developing a monthly change brief, which is circulated through of a broad range of channels, including:</p> <ul style="list-style-type: none"> <li>➤ Discussion at regularly scheduled University leadership, council, and PPA meetings by Communications Committee liaisons</li> <li>➤ E-mail to target distribution lists (e.g. Dean/Directors, HR staff, Information Officers, and PPAs)</li> <li>➤ Release to targeted University news sources and external media</li> <li>➤ Publication via the University's HR redesign web page</li> </ul> <p>The change briefs will consistently provide a link to the HR redesign web page for complete information regarding the University's HR design and organizational change work. The briefs will instruct audiences to ask questions and provide feedback through the web page.</p> <p><b><i>Note: In addition to our monthly commitment, change briefs can also be developed and distributed to target audiences as needed, to communicate key milestones or address emerging issues. For example, we recommend distribution of a change brief to Human Resources staff every two weeks.</i></b></p>

## Proposed Communications Deliverables *(continued)*

Deliverable	Description
<p><i>HR Redesign Web Page</i></p>	<p>The University has developed a section within its HR web site for publication of information regarding the University’s HR design and organizational change work. We will leverage this section to communicate key milestones and announcements; in addition, the section will provide audiences with access to an archive of all communications related to the change effort.</p> <p>We will promote use of the site on an ongoing basis, through all communications released to stakeholders. In addition, as significant content updates are made to the site, we may notify targeted stakeholders by e-mail distribution.</p> <p>Note: As we move forward, the section will expand significantly. To accommodate this expansion, we recommend developing a longer-term organization structure for the site. The Redesign “home” page should be devoted to announcements and features, and we should add left navigation components to help users quickly jump to the information they seek. Navigation components could include:</p> <ul style="list-style-type: none"> <li>➤ Redesign Work Documents</li> <li>➤ Redesign Committees and Work Teams</li> <li>➤ Redesign Timeline</li> <li>➤ HR Organizational Charts</li> <li>➤ HR Staff Resources</li> <li>➤ HR Customer Resources</li> <li>➤ News and Announcements Archive</li> <li>➤ Submit a Question or Feedback</li> <li>➤ Contact Us</li> </ul>

## Proposed Communications Deliverables *(continued)*

Deliverable	Description
<p><i>Information for University News Sources and External Media</i></p>	<p>We recommend leveraging several University news sources to communicate change progress and milestones and to address change-related issues as they emerge.</p> <p>Working with the University’s Public Affairs liaison to the HR design and organization change effort, we will publish articles and op-editorial pieces in the <i>Cornerstone</i>, <i>Statewide Voice</i>, the <i>Sun Star</i>, and the monthly UAF newsletter. In addition, we will work with Public Affairs to place information with local Fairbanks press, as appropriate. A link to the HR redesign web page, along with an invitation to ask questions and provide feedback through the site will be provided through all articles. In addition, links to all content published through these sources will be updated continuously and posted the News Archive section of the HR redesign web page.</p> <p><b><i>Note: As the change implementation plan is developed, we will work with Public Affairs to develop an editorial calendar and provide related content in support of this deliverable.</i></b></p>

## Proposed Communications Deliverables *(continued)*

Deliverable	Description
<p><i>HR and Customer Process and Organization Design Communications and Training</i></p>	<p>Communicating the details of the new UAHR organization and its redesigned processes to Human Resources staff and affected customers is a critical longer-term deliverable of our recommended communications strategy. Human Resources staff and customers alike will require:</p> <ul style="list-style-type: none"> <li>➤ An overview of the “future state”</li> <li>➤ Details on how the “future state” will be phased in</li> <li>➤ How their reporting relationships, work processes, and roles and responsibilities may change</li> <li>➤ A clear picture of their customer service accountabilities</li> </ul> <p>To accomplish this, we recommend developing a presentation template that communicates the new organization design and is tailored to address specific audience information needs regarding the mechanics of each redesigned process.</p> <p>We envision the process design teams, working with the Communications Committee, will customize and present this material and conduct “train-the-trainer” sessions with key HR staff and customers. The process design teams will subsequently work with these “trainers” to cascade the information to all appropriate stakeholders. In addition, we recommend developing a “customer handbook” or “process manuals” for ongoing reference by all stakeholders. These document(s) would clearly outline how to “do business” with the new UAHR organization, reinforce the UAHR charter, and document all customer-HR service level agreements going forward.</p> <p>HR staff and customers will be asked to complete a brief presentation/materials evaluation, which includes space for their written feedback and questions as training is completed.</p> <p><b><i>Note: We will work in partnership with Anne Sakumoto to develop and customize these materials, as they will likely become an integral component to HR staff training going forward.</i></b></p>

## Proposed Communications Deliverables *(continued)*

Deliverable	Description
<p><i>Two-Way Feedback and FAQs</i></p>	<p>Collecting, assessing, and responding to stakeholder feedback is critical during times of change. This is a key component of our communications strategy, affording us the opportunity to gauge stakeholder perceptions in real-time and adjust our communications plan to address emerging issues. In addition, it helps us to ensure the communications “cascade” is occurring throughout the implementation process.</p> <p>Our communications deliverables are designed to specifically request and monitor stakeholder feedback and questions, as follows:</p> <ul style="list-style-type: none"> <li>➤ <b>Meeting-in-a-box:</b> Includes meeting evaluation with space for feedback and questions</li> <li>➤ <b>Change briefs:</b> Refers audiences to HR redesign web page to submit feedback and questions</li> <li>➤ <b>HR redesign web page:</b> Provides audiences ability to submit anonymous feedback and questions</li> <li>➤ <b>University news sources:</b> Will link audiences to HR redesign web page to submit feedback and questions</li> <li>➤ <b>HR and Customer Process and Organization Design Communications/ Training:</b> Includes materials evaluation with space for feedback and questions</li> </ul> <p>Our communications lead will be responsible for monitoring feedback and questions provided through the channels noted above. In addition, he/she will work with the University’s Information Officers and the Statewide Helpline to document and assess questions or issues raised by stakeholders. The communications lead will develop and publish answers to <b>frequently asked questions</b> every two weeks, or as necessary. In addition, the lead will keep close watch for and alert the Steering Committee to any emerging issues raised through our feedback channels.</p> <p><i>Note: Over the longer-term, we also recommend conducting an HR staff and customer survey or focus groups to gauge communications effectiveness and their satisfaction with the HR redesign and change implementation process. This will establish a baseline for measurement going forward.</i></p>

## Change Communications Timeline and Project Plan

**We are working to develop a communications timeline and project plan that aligns with HR redesign project implementation plan, as well as the academic calendar and leadership/council meeting schedules. Our plan will identify all resources required to execute this strategy over the short-term (next 3-6 months) and longer-term (6 months to one year).**

*This is a critical next step in completing our communications strategy; we will work on our communications project plan during the week of April 2, 2007.*

# Change Communications Resource Requirements

**The following resources are required to execute this communications strategy and implementation plan:**

- An HR Organization Change Communications Lead
  - Responsible for execution of change communications strategy and plan
  - Develops and owns all HR organizational content
  - Meets regularly with Steering Committee, HR Redesign Senior Advisory Group, and HR process design teams
  - Employs rigorous communication project management protocols; Identifies and recommends adjustments in course, as necessary
- An HR Organizational Change Communications Committee
  - Made up of representative HR, customer and communications stakeholders
  - Assists with execution of communications strategy and plan, as necessary
  - Members assigned as communications liaisons to University leadership, councils and key customer groups; responsible for cascading communications within these groups
- A Public Affairs liaison
  - Member of Communications Committee
  - Assists with planning scheduling communications representation at University leadership and council meetings
  - Responsible for publication of change communications content in University news sources and external media
  - Assists communications lead with content development

## Immediate Next Steps

- Identify HR change communications project lead
- Establish Communications Committee
- Develop communications timeline and project plan with clearly defined ownership of communications deliverables and roles and responsibilities for execution
- Develop communications for execution through academic calendar year-end (through May)