Don't Let Your Pull
Push You Off The Rails

Stephanie Suerth, CCEP
Education & Outreach Director
Susan Buskirk, DM, CCEP
Deputy Accountability Office
Office of Accountability & Compliance
University of Maryland, Baltimore

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OAC's Mission

The Office of Accountability and Compliance is committed to fostering a transparent culture within which members of the University community are encouraged, and feel supported, in seeking guidance and assistance, to promote accountability and address compliance concerns.

OAC's Messaging:

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Your Partner in Compliance!

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Have a (Compliance) Plan?

- Seven Elements of a Compliance Program
  - Standards of Conduct
    - Code of Ethics/Code of Conduct
    - Policies and Procedures
  - Compliance Officer/Committee
  - Education and Training
  - Monitoring and Auditing
  - Reporting and Investigation
  - Enforcement
    - Discipline
    - Incentives
  - Response and Prevention

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Have a (Communication) Plan!

- Communicating Compliance
  - Standards of Conduct
    - Code of Ethics/Code of Conduct
    - Policies and Procedures
  - Education
  - Reporting
  - Enforcement
    - Discipline
    - Incentives
  - Prevention

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Communication Plan Elements

- Communication Plan
  - Goals & Objectives
  - Audience
  - Key Messages
  - Clarify
  - Communication Mode
  - Tools & Resources
  - Implementation Plan (with Timeline)
  - Feedback
  - Evaluation

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Planning Communication

- Goals & Objectives
  - What are your compliance priorities?
    - Ongoing informational campaigns
    - Annual compliance training initiatives
    - Changes in regulations or requirements
  - What are your outcomes?
    - Community awareness
    - Training completion
    - Transition processes or behaviors to new standards

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Planning Communication

- Goals & Objectives
  - Two Way Communication Influence
    - Positive
      - Address Community Needs
      - Respond to Community Interests
    - Negative
      - Changeable
      - Priorities set by audience
      - Reactionary

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Planning Communication

- Goals & Objectives

Seeking the Multiplier Effect:

- Who are the groups/units that share your goals and objectives?

- How can you collaborate?

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Planning Communication

- Audience
  - Administration / Staff
    - Finance/Accounting Requirements
    - Clery Reporting
    - Lobbying/Political Activities
  - Faculty
    - FERPA
    - Grants
  - Students
    - Academic Integrity
    - Right to Know
  - All of the Above
    - Non-Discrimination
    - Anti-Harassment

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Planning Communication

- Audience

WE ARE
UMB

Seven Schools,
One University

Seeking the Multiplier Effect:

- Where are your audiences?

- Who else is targeting them?

- Who is reaching them?

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Planning Communication

- Key Messages
  - Messages from Your Compliance Program
    - Standards of Conduct
    - Reporting
    - Education/Training Requirements
- Clarify
  - Key Messages Tailored to Audience(s)
    - Education/Training Requirements
      - Staff – EHS training
      - Faculty – FERPA training
      - Students – Academic Integrity

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Planning Communication

- Key Messages
  - Two Way Communication Influence
    - Positive
      - Add Specificity or Clarity
      - Connect Communication to Current Climate
    - Negative
      - Disjointed or Isolated Messages
      - Inconsistent or Conflicting Messaging

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Planning Communication

- Key Messages & Clarifications

Seeking the Multiplier Effect:

- What groups are sending similar messages?

- What groups are sending conflicting messages?

- How do you coordinate, ensure consistency?

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Planning Communication

- Communication Mode
  - Print
  - Social Media
  - Electronic
  - Videos
  - Podcasts
- Communication Tools & Resources
  - Campus Newsletters
  - Twitter/Facebook/Instagram
  - Audience-specific E-mails/E-boards/E-newsletters
  - YouTube/Website
  - Communications Department

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Planning Communication

- Communication Mode
  - Two Way Communication Influence
    - Positive
      - Find Your Audience
      - Identify New Channels
    - Negative
      - Inappropriate Communication for Channels
      - Chasing Trends
      - Unprofessional or Inconsistency

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**A**ccessible
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Planning Communication

- Communication Mode & Tools

University of Maryland, Baltimore
#UMBaltimore
#WeAreUMB

UMB Core Values
Diversity: #UMBDiversity
Leadership: #UMBLeadership
Knowledge: #UMBKnowledge
Excellence: #UMBExcellence
Collaboration: #UMBCollaboration
Civility: #UMBCivility
Accountability: #UMBAccountability

Seeking the Multiplier Effect:
- What tools and resources do potential partner have?

- Can they share/promote your messages?

- Will you share/promote theirs?

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Planning Communication

- Implementation
  - Planning/Research
  - Approvals
  - Expertise
  - Budget
- Timeline
  - Annual, Quarterly, Academic Semester
  - Length of Campaign
  - Refresh Cycle

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Planning Communication

- Implementation
  - Two-Way Communication Influence
    - Positive
      - Promotes Comprehensive Planning
      - Identify Message Saturation
      - Feedback on Message Staleness
    - Negative
   - Campaign Length Insufficient
      - Overestimate Needs

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Planning Communication

- Implementation & Timeline

TASK NAME	ASSIGNED TO	START DATE	DUE DATE	DURATION	SPRINT/MILESTONE
Determine compliance communication goals	E&O Director	1/10	1/13	3	Phase 1
Approval for Prioritized Messages	DCAO	1/16	1/27	11	Phase 1
Approval for Budget	DCAO	1/20	2/15	26	Phase 1
Craft Messages	E&O Director	2/15	3/30	43	Phase 2
Collaborate for Shared Messaging	Workgroup	3/30	4/27	28	Phase 2
Initiate Campaign	E&O Director	5/1	8/30	121	Phase 3
Complimentary Messaging	Workgroup	7/1	8/30	60	Phase 3
Feedback	E&O Director	6/1	9/30	121	Phase 4
Evaluation	E&O Director, DCAO	7/1	12/31	183	Phase 4
Adapt Plan for Continuous Improvement	E&O Director	8/1	12/31	152	Phase 5
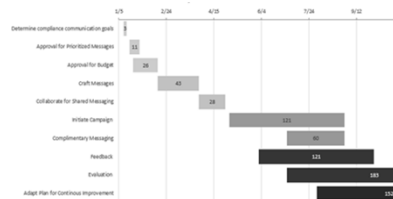
Seeking the Multiplier Effect:

- Engage potential partners

- Coordinate timelines of campaigns

- Share resources and expertise

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Planning Communication

- Feedback
  - Organic
  - Formal
    - Surveys / Questionnaires
    - Comment Sections
    - Focus Groups
- Evaluation
  - Actions/Reactions
    - Feedback
  - Analytics
    - Social media
    - Reporting mechanisms (hotline)
    - Inquiry mechanisms

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Planning Communication

- Feedback & Evaluations
  - Two Way Communication Influence
    - Positive
      - Adjust & Refine Communications
      - Responsive Communications
      - New, Fresh Ideas
    - Negative
      - Squeaky Wheel Syndrome
      - Reactive or Panicked Response

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Planning Communication

- Feedback & Evaluation

Seeking the Multiplier Effect:

- Share your feedback

- Learn what partners are hearing

- Provide evaluation information for successes

- Provide evaluation information for fails!

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Running off the Rails

- Reactive to Two-Way Communication
  - Feedback
    - End campaigns
    - Ad hoc crises communications
  - Evaluations
    - Stop messaging
    - Over-message
  - Collaboration Requests
    - Defer compliance campaigns
    - Push campaigns onto partners

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Running off the Rails

- Extreme Reactions to Feedback
  - Full Stop
  - Ad Hoc Communications
    - Frenetic
    - Conflicting
    - Untruthful
    - Damaging
  - Constant Pivoting
    - No consistency
    - No reliability

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Running off the Rails

- Effects
  - Loss of Authority / Reputation
  - Loss of Trust
  - Confusion
  - Decreased Two-Way Communication
  - Disengagement
  - Seek External Authority / Assistance

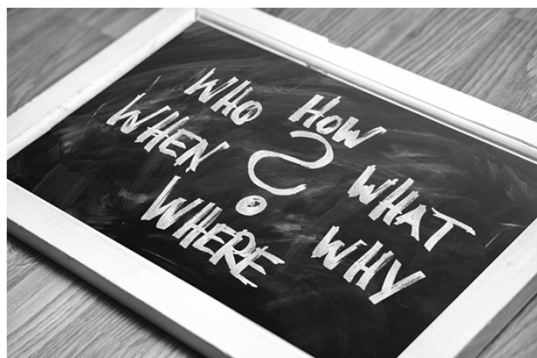**O**pen
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Adapting

- Responsive to Two-Way Communication
  - Feedback
    - Revise communication mode/frequency
    - Refresh/Update campaigns
  - Evaluations
    - Change messaging channels
  - Collaboration Requests
    - Create coordinated messaging
    - Scheduling for effect

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Any Questions?

Stephanie Suerth, CCEP
Education & Outreach Director
Office of Accountability &
Compliance
University of Maryland, Baltimore
410-706-5212
ssuerth@umaryland.edu

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Remember OAC's Mission?

The Office of Accountability and Compliance is committed to fostering a
transparent culture within which members of the University community
are encouraged, and feel supported, in seeking guidance and assistance,
to promote accountability and address compliance concerns.

How about its Mission Messaging?

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