



Communication Management Plan California IT – A Commitment to Green

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1 Purpose

ITMA XVI intends the Communication Management Plan be a clear and concise tool to manage project communications. Timely and efficient communication is a key to the success of any project. Communication within a project can be horizontal (peer to peer) or vertical (up and down) in the organization. This Communication Plan defines:

- What gets communicated?
- Who communicates it?
- How is it communicated?
- When is it communicated?

The following is a list of possible communication partners for a project::

- Project Director, Executive Sponsor
- Project Director
- Project Manager
- Project Team Members
- Project Management office
- Subject Matter Expert (SME)
- Resource Managers
- Program Areas
- Customer and Stakeholders
- External Sources

2 Roles and Responsibilities

Every communication partner has a role in the communication process. The following table takes normal project communication activities, adds some detail, and breaks it down in the following way:

- *What* gets communicated?
- *Who* communicates?
- *To whom* is the communication directed?
- *How* is it communicated?
- *When* is it communicated?

Use the following tables as a guide to address communication questions as they arise. These tables will not cover every possible event, but they provide a good foundation to work from them.

2.1 Reporting Events

This section describes the process for how and whom reports events through the ITMA XVI project.

| What is Communicated | Who Communicates | To Whom Communicated | How is it Communicated | When is it Communicated |
|--------------------------------|------------------|----------------------|--------------------------------|-------------------------|
| Actual time spent on each task | Team Member | Project Manager | Updates to the Project Library | Weekly |

| | | | | |
|-------------------------------------|--------------------------------|---|---|------------------------------------|
| Status of task assignments | Team Member | Project Manager | Status Report generated in Project Library | Bi-Weekly |
| Issues, Risks, Status or assignment | Team Member | Project sub-teams or working team members | Meetings, email | As needed, not less than bi-weekly |
| Project, Issue, Risk or Change | Team Members, Project Managers | Project Manager | Meeting facilitated by Project Manager | Not less than bi-weekly |
| Project Status, Issues and Risk | Project Manager | Project Director, Executive Sponsor, CIO | Project Status report prepared by Project Manager | Monthly |

2.2 Milestone or Phase Completion Events

This section describes the process for reporting events through the ITMA XVI project.

| What is Communicated | Who Communicates | To Whom Communicated | How is it Communicated | When is it Communicated |
|-------------------------|------------------|--|---|---|
| Status, lessons learned | Project Manager | Project Director, Executive Sponsor, CIO | Report delivered in meeting or presentation | Scheduled at least five business days in advance, by the Project Manager, per available schedule time for Project Director, Executive Sponsor, or CIO |

2.3 Issue / Risk / Change Events

This section describes the process for reporting issue / risk / and change events through the ITMA XVI project.

| What is Communicated | Who Communicates | To Whom Communicated | How is it Communicated | When is it Communicated |
|---|------------------|----------------------|---|---|
| Nature of the issue | Anyone | Project Manager | Any means possible | Immediately |
| Owner Assignment | Project Manager | Team Member | Written, usually email | Immediately |
| Issue entered into Project Library and ready for review | Owner | Project Manager | Written or verbal with email confirmation | Within five calendar days of assignment |
| Evaluation team assignment | Owner | Team Members | Written or verbal with email confirmation | |
| Resolution / escalation recommendation(s) | Evaluation Team | Project Manager | Written or verbal with email confirmation | Set by Project Manager according to severity of issue and potential |

| What is Communicated | Who Communicates | To Whom Communicated | How is it Communicated | When is it Communicated |
|---|------------------------|--------------------------------|---|---|
| | | | | impact |
| Status | Owner | Project Manager / Team Members | Update in Project Library | Within two days of Project Manager review of recommendations |
| Risk Analysis | Owner | Evaluation team members | Meeting, facilitated by Owner | Within two days of PM review of recommendations and continuing as needed. Analysis deadline set by PM |
| Outcome from above meeting including Risk Rating and mitigation recommendations | Evaluation Team | Project Manager | Written using Risk Management Form | Within two working days of group consensus. |
| Outcome of analysis | Owner | Team Members | Status report, update in Project Library | Within five working days of group consensus. |
| Initiate Change Process | Project Manager | Owner | Written or verbal with email confirmation | Within two business days of receiving analysis |
| Analyze Change Requirements | Owner | Evaluation team members | Meeting facilitated by Owner | Within two days of PM review of recommendations and continuing as needed. Analysis deadline set by PM |
| Outcome of analysis in the form of a Decision Analysis and Agreement (DAA) ¹ document prepared for PM and Sponsor signatures | Owner | Project Manager | Document routing process | Within five working days of final analysis |
| Approved change | PM / PD | Team members | Team meeting | Project team meeting or within five working days of final approval, which ever comes first. |
| Disapproved change | PM / Executive Sponsor | Team members | Team meeting, written or verbal with email confirmation | Within two business days of disapproved DAA |

¹ DAA Template found in the back of this document.

3 Communication Plan Procedures

Communication partners will use the following communication methods in a project. The methods include, but are not limited to:

- Status Reporting
- Time Reporting
- Formal and informal meetings, status, focus groups, etc.
- Presentations
- Milestone Reporting
- Issue Log
- Risk Management Reports
- Decision Analysis and Agreement Reports
- Any decision documentation, i.e., memos, letters
- Technology, electronic mail, web portals, intranet
- Telephone conferences
- Training
- Unstructured verbal communications

Communication entails many aspects; , internal, external, vertical, horizontal, formal, informal, written, and oral. This management plan focuses on the formal and informal communication within a project.

- **Formal Communication** – Formal communication occurs at pre-determined times through the life of the project (project meetings, presentations, milestone reviews)
- **Informal Communication** – Informal communication is event driven. Situations arise or events occur that require immediate and unplanned communication. Generally, this type of communication is driven by emergent events, new ideas, or opportunities where the timing is immediate.

Formal communication becomes most effective when established in a predictable pattern. Generally, the PM establishes times and dates for these events and records them in the Project Schedule and a communication calendar. Examples include:

- **Project Team Meeting** – Every [enter day of week and time of meeting] in the [enter location of meeting].
- **Time Reporting** – Due by [Enter day and time of reporting due] for the previous week by updating tasks into Project Library.

Informal communication can happen any time and anywhere. Often unstructured, informal communication provides lots of useful information. When used in a positive and productive manner, informal communication affords an opportunity to improve the overall project r.

The following Communication Event Table provides the type of communication events that exist in a project and the time interval the events should occur. This table gives an overview of the “what” and “when” of the Communication Plan and assists the PM in establishing a communication calendar. Team members use the table as a guide for understanding what, when, and how to communicate during a project.

3.1 Communication Event Table

| Event | Interval |
|--|--|
| Issue Review Risk Review Actual Time Reporting | Weekly |
| Project Team Meeting(s) Project Sub-team Meeting(s) | Weekly or bi-weekly as established by PROJECT MANAGER, not less than bi-weekly |
| Status Report (Team to PM via Project Library) | Bi-weekly |
| Project Status Report (PM to PD, Executive Sponsor – Written) | Monthly |
| New Issue Issue Update New Risk Risk Update Change Request Milestone Completion Phase Completion | Situational – can be formal and informal |

To assist with the activities listed above, ITMA XVI provides the following tools.

- Meeting
- Agenda Template
- Meeting Minutes Template
- Bi-Weekly Status Report
- Monthly Status Report
- Decision Analysis and Agreement Form Template

The following table describes activities that are typically a part of project communication. This informational table supports the Communication Event Table above. Request for assistance or questions should be directed to the PMO team.

| Activity | Description |
|--|--|
| Create Communication Calendar | This may not be a literal calendar, but it should indicate the “Who”, “What”, “When”, and “Where” for each item considered standard communication activities. This document is distributed to team members at the Project Kick-Off meeting. |
| Status Reporting | Task progress reporting using the Status Reporting tool in Project Library. This reporting comes from the team and is reported to the PM. |
| Status Reporting | Use the Project Status Report Template provided by the PMO team. The PM reports status to the PD, Executive Sponsor, CIO, and /or PD |
| Meeting Materials | Agenda templates and other meeting materials are available from the PMO. Every meeting should have an agenda distributed prior to the meeting and only those items on the agenda should be covered. |
| Milestone or Phase Completion Presentation | If schedules are impacted, it is a good idea to calendar the meeting at least two weeks before the due date. The minimum lead time is not less than one week. A presentation should include: <ul style="list-style-type: none"> • Presentation visuals such as those created in PowerPoint • Talking Points • Any materials or fully updated project plans representing deliverables. • Handouts • Sign-off documents |

4 Templates

4.1 Decision Analysis and Agreement (DAA) Form

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| | | | |
|--|--|--|--|
| Title: | | | |
| Project Name (from Charter) Issue, Risk or Change Number | | | |
| Owner | | | |

SPECIAL PURPOSE WORKGROUP PARTICIPANTS: (if applicable)

DESCRIPTION: *Use description from Issue and Change submittal Form and additional findings from analysis.*

BACKGROUND AND FACTS: *Use description from Issue and Change submittal Form and additional findings from analysis.*

ANALYSIS: *Identify alternatives and indicate pros and cons of each.*

RECOMMENDED ALTERNATIVE AND JUSTIFICATION:

PROJECT IMPACT: *Describe how the recommended alternative will affect the project's baseline schedule, system requirements, resources, quality and/or costs. Use initial impacts identified in the Issue Submittal Form, incorporate recommended alternative.*

HIGH-LEVEL IMPLEMENTATION APPROACH: *Include steps necessary to accomplish the recommended alternative.*