**COUNTY OF DURHAM**

**Information & Services Technology**

**Communication Management Plan**

*Project Manager NAME*

 *Project Manager*

 *County of Durham*

*Communication Management v.1.0*

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1. Document Version History

|  |  |  |
| --- | --- | --- |
| **Release Date** | **Version #** | **Description** |
|  |  |  |

1. Introduction

Communication can be considered the lifeblood of successful project delivery. Vendor depends on open fluid exchanges between the project team members as it enables general or specific project knowledge and seamlessness among the various project constituencies. Without effective communication, vital information may not be exchanged between the project team and other stakeholders and could lead to delay the execution or completion of scheduled tasks. Success is enabled through the effective development and execution of a Communication Management Plan.

The foundational elements of this Project Plan are the Communication Management Plan, Change Management Plan, Risk Management Plan, Implementation Plan (MS Project Plan) and the Statement of Work (SoW). The Communication Management Plan establishes a consistent method for communication planning and management by identifying project stakeholders and the information that is to be exchanged between the project team and stakeholders. In addition, the Communication Management Plan documents the methods and activities needed to ensure timely and appropriate collection, generation, dissemination, storage, and ultimate disposition of project information among the project team and stakeholders.

Communication management fits within the Vendor Project Management process as identified below.

INSERT PM METHODOLOGY GRAPHIC HERE

1. Use of the Communication Management Plan
	1. Overview

Within the Project Management Plan Framework, the Communication Management Plan is a key deliverable of the Project Planning process. The Communication Management Plan is executed throughout the life of the project as it is a living document which lays the ground rules for dissemination of Project status and updates. It facilitates communication among the project team and stakeholders and aids their contribution to the success of the project. The Communication Management Plan should be developed in coordination with and be accessible by all project team and stakeholder entities. All schedule, work plan activities, roles, and responsibilities required during the project are facilitated by this plan as it identifies the methods frequency and media for efficient exchange of information required for status and progress reporting, establishes the main lines of communication and the escalation method. Though this plan touches on business transformation & awareness, it leans more heavily on communication associated with operational aspects of project execution, progress and reporting.

* 1. Governance and Scope

The Project Manager(s) has ultimate responsibility for ensuring that plan elements are managed in consultation with the Communication Management Plan and that it is integrated into the project’s culture and practice. Vendor expects that the activities required of County resources as identified in the Project schedule, will be governed by the County project team members and that project visibility, questions and answers communicated to County users will rely on the County team, guided by this plan.

* 1. Project Communication (Audience & Frequency)

The Project Manager/s will provide regularly scheduled communications with the following target audiences to provide status and updated project information.

| **Target Audience** | **Project Information Presented** | **Communication Vehicle** | **Frequency** | **Owner** |
| --- | --- | --- | --- | --- |
| Executive Steering Committee | - Overall Project Status | -ESC Meeting & Agenda-Written Correspondence | Quarterly | Stakeholders |
|  | - Project Issues to be addressed by Project team or ESC |  |  |  |
|  | - Project Risks to be addressed by Project team, Risk Manager or ESC |  |  |  |
|  | - Project needs from Project team or ESC |  |  |  |
|  | - Change Orders to be addressed by Project team, CCRB or ESC |  |  |  |
| Project Manager | -Risk Submission, and Change requests, Logs and Status Reports-Emails | Status, Change Risk and Issue reports | As Necessary | Project Manager |
| Project Management Team | - Detailed Project Status | -Status Reports | Bi- Weekly on Wednesday of every other week. | Stakeholder,  |
|  | - Project Staffing Status and Needs |  |  |  |
|  | - Project Issues and Resolutions |  |  |  |
|  | - Project Risks and Mitigation Strategies |  |  |  |
|  | - Project Budget |  |  |  |
|  | - Project Summary- Task Schedules & Milestones - Deliverables- Ongoing Feedback |  |  |  |
| Project Team Members | - High-Level Project Schedule and Status | -All Hands Meeting & Agenda | As Necessary  | Business |
|  | - Project Deliverable Expectations | -Project-wide Emails | As Necessary  | Stakeholder |
|  | - Project Organization Structure and Staffing |  |  |  |
|  | - Project Administrative Items |  |  |  |
|  | - Project Social / Team Building Activities- Task Schedules & Milestones - Deliverables |  |  |  |
| SMEs, Key users, Trainers and Staff, | - Access to Training- Documentation | -Training Schedule | As Necessary | Project Stakeholder |
| External Partners | - Key Project Dates | Email |  | Project Stakeholder |
|  | - Feedback |  |  |  |
| All | - Expectation following is implemented | Email | As Necessary | Project Stakeholder |

1. Project Stakeholders

The project stakeholder section lists and describes each project stakeholder and their information requirements. The description includes project roles and responsibilities and contact information.

* 1. Stakeholder Roles and Responsibilities

Stakeholders are affected by the actions and activities of the project, have influence or power over the project, and an interest in the project’s success. Roles and responsibilities are assigned in terms of the stakeholder’s specific area of interest, influence and expectations for the project and project communications. This information about each stakeholder is collected to provide communicators with the stakeholder’s interests and perspective. This perspective is provided to promote an understanding of how the communications or interactions stakeholders are involved in, as individuals, affect other stakeholders and the project as a whole.

| **Project Stakeholder** | **Roles / Responsibilities** |
| --- | --- |
| **Project Sponsor**  | * Major participation in sales effort and contract negotiations
* ESC team Key member
* Assists project managers in getting the project underway (planning, procedures, staffing, etc.)
* Maintains knowledge of major project activities
* Assists project manager in identifying and solving major problems
* Handles major contractual matters
 |
| **Project Manager** | * Project Oversight
* Deliverables review
* Issue, Risk, Change management and risk mitigation
* Key Milestone reviews and Progress briefings
 |
|  | * Maintains Communication with Project Sponsors, Key team members and DHHS IT
* Manages Issues, Risk and Change requests.
* Participates in Project planning, execution and control activities.
* Ensures all implementation decisions are in the best interest of the County and comply with the requirements as defined per the contract.
* Participates in Status and Project meetings as per Agenda
* Facilitates and manages business resource Project activity.
* Deliverables review
* Involvement in Key Milestone reviews and Progress briefings
 |
| **Core Project Team**                  | * Core Team Member
* Attend requirements/Gap meetings as required
* Participates in configuration meetings,
* Reviews and tests configuration/design,
* Participates in UAT
* Implementation responsibilities that are not directly related to the configuration of the system but crucial in the implementation and roll out of the system.
 |
| **Trainer/s** | * Core Team Members
* Attend requirements/Gap meetings as required
* Participates in Training planning, Pre training meetings and Training sessions.
 |
| **Security Administrator** | * Oversee user and System Security conformance
 |

* 1. Stakeholder Contact Information

For each of the stakeholders identified, their contact information is listed in

the table below representing the Project members and sponsors who are contained in the Project’s Distribution List.

| **Name** | **Proj. Role** | **Committee/ Member of** | **Email** | **Tel #** |
| --- | --- | --- | --- | --- |
| Project Stakeholder | Project Sponsor | ESC |  |  |
| Project Stakeholder | Project Manager | ESC |  |  |

* 1. Stakeholder Information Requirements

The information that is required to keep stakeholders informed and enable them to fulfill their project roles and responsibilities is specified below. For example, certain managers will need ongoing status information. Steering committee members will need ongoing status reports in order to provide advice and recommendations.

In addition to information requirements, the timeframe, frequency, or trigger requirements for distribution of information are specified. This specification can be cycle and event driven, either or both (e.g. major defect encountered during testing or project phase completion).

| **Report Description** | **Distribution Timeframe** | **Project Sponsor** | **Project Manager** | **Project Core Team** | **Deliverable Review Committee** | **Team Members** |
| --- | --- | --- | --- | --- | --- | --- |
| **Project Plan (Microsoft Project Plan)** | Project Start.Updates as required | X | X |  |  |  |
| **Statement of Work (SoW)** | Project Start.Updates commensurate with Approved requirements | X | X |  |  | X |
| **Communication Management Plan** | Project Start.No Updates | X | X |  | X | X |
| **Change Management Plan** | Project Start.Updated as per Approved Change only | X | X |  | X | X |
| **Issue Log** | As Needed | X | X | X |  | X |
| **Risk List** | As Needed | X | X | X |  | X |
| **Project Status** | Bi - MonthlyUpdates | X | X | X |  | X |
| **Meeting Agenda** | 24 hours prior to a scheduled meeting | As Applicable | As Applicable | As Applicable | As Applicable | As Applicable |
| **Meeting Minutes** | No later than 24 hours following meeting | As Applicable | As Applicable | As Applicable | As Applicable | As Applicable |
| **Training Plan** | Prior to UAT | X | X | X | X | X |
| **UAT Test Plan** | Prior to UAT Testing | X | X | X | X | X |
| **Go-Live Plan** | Prior to Go-Live | X | X | X | X | X |
| **Lessons Learned** | Updates as documented | X | X | X |  | X |

1. Information Collection, Reporting, and Distribution

This section contains the communication methods for production of the communication outputs that complete stakeholder information requirements. It seeks to analyze and classify stakeholder information requirements listed above in Section 4.3. It provides the approach for development of communication outputs that fulfill those requirements. Communication outputs include documents, such as project status reports and issue tracking reports. In this section, we identify the information that must be collected, summarized, and reported in order to produce a specific communication outputs.

* 1. Information Collection and Reporting

The matrix below identifies the information that must be collected, summarized, and reported in order to produce communication outputs that fulfill the stakeholder information requirements. For each information requirement, the provider of the information is specified in addition to the collection timeframe, frequency, or trigger, collection method, reporting or documentation method, and the report or document title.

The timeframe, frequency, or trigger to specify when information must be reported is included. The specification can be both cycle and event driven (e.g. major defect encountered during testing or project phase completion). Examples of collection methods are email, placement of files or information on a designated disk drive, or placement of information in a designated “inbox”.

Further elaboration will be included, if required, in the reporting or documentation method and any compilation, summarization, or formatting of the information can be reported as the project progresses. The project starts and proceeds through implementation with the following:

| **Information Requirement** | **Provider of Information** | **Data Collection Trigger** | **Reporting Documentation Method** | **Document Title** |
| --- | --- | --- | --- | --- |
| **The Work plan or Schedule** | Project Manager(s) | Project Kick-off | Microsoft Project | Project Plan<Date>.mpp |
| **Statement of Work** | Project Manager(s) | Project Kick-off | SoW | Statement of Work |
| **Communication Management Plan** | Project Manager(s) | Project Kick-OffOngoing Project Management Activities | Emails, Written Correspondence, Meeting Agendas and Minutes | Communication Management Plan |
| **Risk/Issue log** | Project Managers | Initial Risk Identification,Risk Updates and Ongoing Risk Management. | Risk Log, and Risk Management | Risk List and risk Report |
| **Project Status** | Project Managers | Bi-weekly Project Status Updates | Project Status Report | Status Report - <Date> |
| **Meeting Agenda** | Project Managers | Regularly Scheduled, Ad-Hoc and as-needed Meetings | Meeting Agenda | Conference Call Agenda - <Date> - – |
| **Meeting Minutes** | Project Managers | Regularly Scheduled and Ad-Hoc Meetings | Meeting Notes/Minutes | Conference Call Minutes - <Date> |
| **Training Plan** | VENDOR | Gap Document Approval | Microsoft Office Tools | Training Plan |
| **UAT Test Plan** | Project Managers | Configured Software approvalInfrastructure & File Build Completion | Microsoft Office Tools | UAT Test Plan |
| **Go-Live Plan** | Project Managers | Prior to Go-Live | Microsoft Office Tools | Go Live ChecklistGo-Live Plan |
| **Lessons Learned** | Project Managers | Phase End | Lessons Learned Template | Project Team Lessons Learned |

# Escalation

Escalation, through executive review and approval, is available where a topic poses an impediment to the project’s progress and creates the potential for Project delay.

Similarly, escalation is also relevant to a risk or an issue and can be applied as required for swift mitigation or decision respectively and confined to the Communication Methods as outlined.