



UNIVERSITAT POLITÈCNICA DE CATALUNYA
BARCELONATECH

Departament de Projectes d'Enginyeria

ETSEIAT

Departament de Projectes d'Enginyeria

EARTH CLIMATE CHANGE OBSERVATION ECCO

Deliverable 5 Communication Management

Authors:

David Chuang Carreras
Mary Anabela Díaz Llanos
María Esteller Cucala
Albert Garcés Fernández
Eric Godayol Capdevila
Valentín Valhondo Pascual

Tutor: Pierre Huguenet



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		Page: 2 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		


Table of Contents

1. Communication Management Plan.....	5
1.1. Communications management approach	5
1.2. Communications management constraints	6
1.3. Stakeholder communication requirements	6
1.4. Participants roles and responsibilities	7
1.5. Project management team directory	11
1.6. Communication process, methods and technologies	12
1.7. Guidelines for meetings.....	17
1.8. Communication Standards	18
1.9. Communication Escalation Process	19
2. Communication management plan matrix	20

 <div>UNIVERSITAT POLITÈCNICA DE CATALUNYA BARCELONATECH</div> <div>Departament de Projectes d'Enginyeria</div> <div>Secció Terrassa</div>	ECCO	Date: 18 – 05 – 2015
		Page: 3 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		


List of Tables

Table 1. Project team directory	11
Table 2. List of specialized journals and magazines	14
Table 3. Priority levels for the escalation process	19
Table 4. Communication management plan matrix	20

<div><div><div>UNIVERSITAT POLITÈCNICA DE CATALUNYA BARCELONATECH</div><div>Departament de Projectes d'Enginyeria</div></div></div> <div>Secció Terrassa</div>	ECCO	Date: 18 – 05 – 2015
		Page: 4 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		

List of Figures

Figure 1. Participant roles and responsibilities diagram	10
--	----

 <div>UNIVERSITAT POLITÈCNICA DE CATALUNYA BARCELONATECH</div> <div>Departament de Projectes d'Enginyeria</div> <div>Secció Terrassa</div>	ECCO	Date: 18 – 05 – 2015
		Page: 5 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		

1. Communication Management Plan

The purpose of the Communications Management Plan is to define the communication requirements for the project and how information will be distributed to the stakeholders and to the general public, but more importantly disseminated to staff at all levels. The Communications Management Plan defines the following:

- What information will be communicated.
- How the information will be communicated.
- When information will be distributed.
- Who is responsible for communicating project information.
- Communication requirements for all project stakeholders.
- How any sensitive or confidential information is communicated and who must authorize the release of the communication.
- How changes in communication or the communication process are managed.
- The flow of project communications.
- Any constraints, internal or external, which affect communications from the Project Management Team.
- Any standard templates, formats, or documents the project must use for communicating.


In the context of Horizon 2020 proposal, this Communications Management Plan sets the communications framework for this project. It will serve as a guide for communications throughout the life of the project and will be updated as communication needs change. It also includes a communications matrix which maps the communication requirements of this project. A directory for the ECCO team is included to provide contact information for all involved in the project and their areas of responsibility which will be made available to all stakeholders.

The intended audience of the ECCO Communication Management Plan is the project manager, project team, ECCO Staff, and any other stakeholders whose support is needed to carry out the project.

1.1. Communications management approach

The Project Manager will take a proactive role in ensuring effective communications on this project. The communications requirements are documented in the Communications Matrix presented in this document. The Communications Matrix will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it and to whom to communicate.

As with most project plans, updates or changes may be required as the project progresses or changes are approved. Changes or updates may be required due to changes in personnel, scope, budget, or other reasons. Additionally, updates may be required as the project matures and additional requirements are needed. The project manager is responsible for managing all proposed and approved changes to the

<div><div><div>UNIVERSITAT POLITÈCNICA DE CATALUNYA BARCELONATECH</div><div>Departament de Projectes d'Enginyeria</div></div></div> <div>Secció Terrassa</div>	ECCO	Date: 18 – 05 – 2015
		Page: 6 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		

communications management plan. Once the change is approved, the project manager will update the plan and supporting documentation and will distribute the updates to the interested parts. This methodology ensures that all project stakeholders remain aware and informed of any changes to communications management.

1.2. Communications management constraints

All projects are subject to limitations and constraints as they must be within scope and adhere to budget, scheduling, and resource requirements. Project planning and documentation are no exception to this rule. There may also be legislative, regulatory, technology or departmental policy requirements which must be followed as part of communications management. While communications management is arguably one of the most important aspects of project management, it must be done in an effective manner and within the constraints of the allocated time and resources.

Communication activities are performed by the project management team as appropriate and all members of the team are kept informed of communication. Communication activities will occur in accordance with the frequencies detailed in the Communication Matrix in order to ensure the project adheres to schedule constraints.


Standardised formats and templates will be used for all communications to ensure a consistent approach and to create awareness with all stakeholders that this communication is important.

The ECCO organizational policy also states that only a team manager or higher level employee may authorize the distribution of confidential information. The project manager is responsible for ensuring that approval is requested and obtained prior to the distribution of any confidential information regarding this project.

1.3. Stakeholder communication requirements

As this project consists of a broad range of stakeholders, all of whom may have differing interests and influence on the project, the Project management team in the first instance, has sought feedback to determine the communication requirements of stakeholders in order to more effectively communicate information. This feedback will be maintained by the project manager in the project's Stakeholder Register. Standard project communications will occur in accordance with the Communication Matrix; however, depending on the identified stakeholder communication requirements, individual communication is acceptable and within the constraints outlined for this project.

In addition to identifying communication preferences, stakeholder communication requirements must identify the project's communication channels and ensure that stakeholders have access to these channels. If project information is communicated via secure means or through internal company resources, all stakeholders, internal and external, must have the necessary access to receive project communications.

<div><div><div>UNIVERSITAT POLITÈCNICA DE CATALUNYA BARCELONATECH</div><div>Departament de Projectes d'Enginyeria</div></div></div> <div>Secció Terrassa</div>	ECCO	Date: 18 – 05 – 2015
		Page: 7 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		

Once all stakeholders have been identified and communication requirements are established, the project team will maintain this information in the project's Stakeholder Register and use this, along with the project communication matrix as the basis for all communications.

1.4. Participants roles and responsibilities

Project Communications are the ECCO Project primary tool for promoting cooperation, participation, coordination and an understanding of acceptance between all stakeholders. ECCO Project has eight primary stakeholder groups and has specific communications goals for each.

Steering Committee

The ECCO steering committee will provide strategic direction, and resolve conflicts or expedite a process that is not resolved at a lower level. The committee is responsible for providing and maintaining the necessary resources needed for the successful completion of the ECCO project. Also the committee will provide leadership, support, and assist in implementing departmental policies as required to support the ECCO Project.

Project Manager

The ECCO project manager is responsible for communicating status for scope, schedule, and cost, as well as monitoring, controlling, and communicating the risks.

The ECCO project manager has the responsibility to ensure that all information related to the ECCO project is consistent, correct, accurate, and timely.


The ECCO project manager will review and approve all information being provided to the various stakeholders. The project manager will ensure continued user involvement and requirements remain relatively stable throughout the ECCO project.

Project Management

The ECCO Project Management team is composed of the Project Manager and all of the different department managers, including the technical and non-technical departments.

The roles and responsibilities of the ECCO Project Management are:

- Provide leadership and direction.
- Review progress, risks, and issues and recommend resolution.
- Make recommendations to the project sponsor.
- Assure ECCO implementation by educating district and program staff, provide means for training, and support implementation efforts.

<div><div><div>UNIVERSITAT POLITÈCNICA DE CATALUNYA BARCELONATECH</div><div>Departament de Projectes d'Enginyeria</div></div></div> <div>Secció Terrassa</div>	ECCO	Date: 18 – 05 – 2015
		Page: 8 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		

Technical Project Team

The ECCO technical project team is composed of the ECCO staff working directly in the project.

It will be responsible for the successful development, documentation, data conversion, implementation, and ongoing operational support of the ECCO Project. The technical team will also be responsible for developing, providing, and conducting training to the state for the ECCO project. The ECCO technical team will deliver a system that meets all the functional requirements of the contract. The ECCO technical team shall deliver the system per the schedule that will be described in the state approved ECCO Project Management Plan. The ECCO technical project lead will oversee the other technical personnel working on the solution, including any contractors and sub-contractors. The ECCO technical project lead is responsible to report any issues impacting the project, provide recommendations to resolve issues, and assist the project manager in successful implementation of the ECCO project.

The ECCO technical project lead will report directly to the ECCO project manager and provide all project information to them. The ECCO technical project lead will be responsible for collecting and gathering all ECCO related information from the subcontractors under their current contract.

Project Team

The ECCO Project Team is composed of the technical project team and the close collaborators of the ECCO Project. Their roles and responsibilities are to develop the solution and progress in the project without losing the scope, schedule and budget constraints.


The ECCO project team will report directly to the ECCO project manager and provide all project information to them. The ECCO project team will be responsible for collecting and gathering all ECCO related information from the subcontractors under their current contract.

Outsourcing companies

This group is formed by the external collaborators to the ECCO Project. The communication will be almost unidirectional, from the collaborator to the correspondent department. Within a Statement of Work the ECCO Project states the amount of work to do and the collaborators must fulfil the requirements.

Roles and responsibilities within this group are:

- Inform and secure commitment from this group to support and participate in ECCO Project.
- Support this group so they may fully utilize the functions of the ECCO Project in their key business processes.
- To participate in the ECCO Project with the appropriate resources, program management, and policies to support their participation.

<div><div><div>UNIVERSITAT POLITÈCNICA DE CATALUNYA BARCELONATECH</div><div>Departament de Projectes d'Enginyeria</div></div></div> <div>Secció Terrassa</div>	ECCO	Date: 18 – 05 – 2015
		Page: 9 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		

- Develop communications messages, materials and activities that respond to the needs of the ECCO Project.
- Evaluate the Project Communications plan by measuring customer satisfaction.

External costumers

The companies that belong to this group are the ones that will buy some part of the results of the project.

Roles and responsibilities within this group are:

- Inform the companies about the benefits which ECCO Project will provide to them.
- Secure timely companies participation in the definition of common business functions that will be integrated into ECCO Project design and development.
- Participate in the communications feedback loop, by providing comments back to the messenger based on the message received.

External agents

This group includes the dissemination targets. Dissemination activities are described later in this document.

All of the described groups are summarized in the following figure.

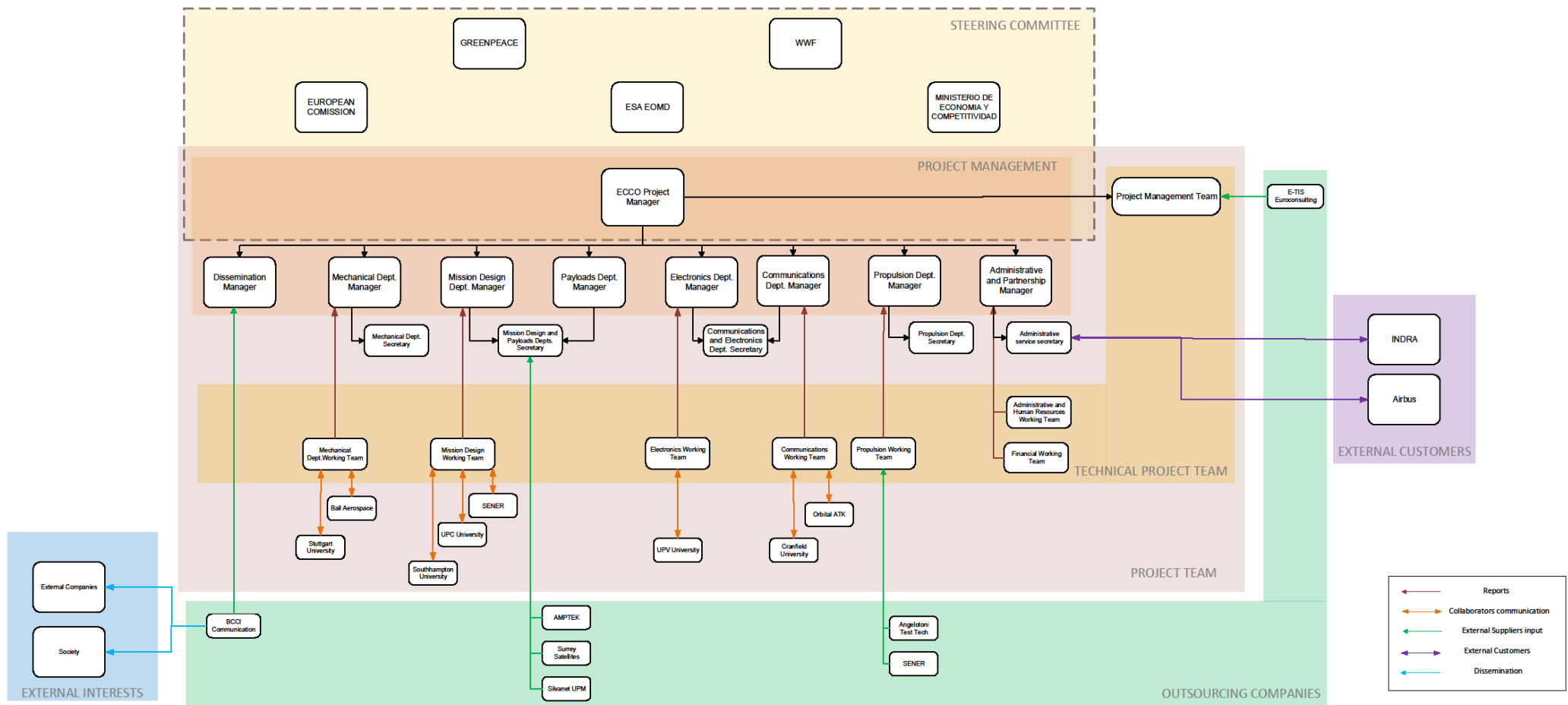



Figure 1. Participant roles and responsibilities diagram


<div><div><div>UNIVERSITAT POLITÈCNICA DE CATALUNYA BARCELONATECH</div><div>Departament de Projectes d'Enginyeria</div></div></div> <div>Secció Terrassa</div>	ECCO	Date: 18 – 05 – 2015
		Page: 11 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		

1.5. Project management team directory

The following table presents contact information for all persons identified in this communications management plan, which belong to the ECCO Project organization. The email addresses and phone numbers in this table will be used to communicate with these people.

Table 1. Project team directory

Role	Name	Department	Email	Phone
ECCO Project Manager	Ona Martos Fortunato	ECCO Project	ona.martos@ecco.cat	+34 933874002
Department Manager	Edgar Teixidó Martínez	Dissemination Dept.	edgar.teixido@ecco.cat	+34 933874015
Department Manager	María Casas del Bosque	Mechanical Dept.	maria.casas@ecco.cat	+34 933874029
Department Manager	Jordi Cunill Warsaw	Mission Design Dept.	jordi.cunill@ecco.cat	+34 933874004
Department Manager	Elena Fantino Argentón	Payloads Dept.	elena.fantino@ecco.cat	+34 933874095
Department Manager	David González Díaz	Electronics Dept.	david.gonzalez@ecco.cat	+34 933874073
Department Manager	Ignacio Gil Garrido	Communications Dept.	ignacio.gil@ecco.cat	+34 933874044
Department Manager	Marc Maymó Llorens	Propulsion Dept.	marc.maymo@ecco.cat	+34 933874031
Department Manager	Laura Pascual Gabaldón	Administrative and partnership	laura.pascual@ecco.cat	+34 933874010
Stakeholders	See Stakeholder Register	See Stakeholder Register	See Stakeholder Register	See Stakeholder Register

<div><div><div>UNIVERSITAT POLITÈCNICA DE CATALUNYA BARCELONATECH</div><div>Departament de Projectes d'Enginyeria</div></div></div> <div>Secció Terrassa</div>	ECCO	Date: 18 – 05 – 2015
		Page: 12 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		

1.6. Communication process, methods and technologies

Often the methods and technologies used to communicate are just as important a consideration as the information being communicated. The different technological capabilities of the stakeholders must be taken into consideration when planning the communication technologies. Some may have access to video teleconferencing and others only have telephone and email capabilities. In order to be effective, project information must be communicated to everyone involved by some method using available technology.

The ECCO Project maintains a SharePoint platform called *ECComm* which all projects use to provide updates, archive various reports, and conduct project communications. This platform enables senior management, as well as stakeholders with compatible technology, to access project data and communications at any point in time. SharePoint also provides the ability for stakeholders and project team members to collaborate on project work and communication.

For stakeholders who do not have the ability to access *ECComm SharePoint*, a web site will also be established for the project. Access to the website will be controlled with a username and password. Any stakeholders identified who are not able to access *ECComm SharePoint* will be issued a unique username and password in order to access the web site. The project manager is responsible for ensuring all project communications and documentation are copied to the web site and that the content mirrors what is contained on the *ECComm SharePoint* platform.

All project communication and documentation, in addition to being maintained on the *ECComm SharePoint* platform and project website, will be archived on the internal ECCO Project shared drive which resides in the Project Management Team program directory. Organizational naming conventions for files and folder will be applied to all archived work.


The Project Management Team will determine, the communication methods and technologies based on several factors to include: stakeholder communication requirements, available technologies (internal and external), and organisational policies and standards. Three types of communication processes are identified and explained below:

Informal communications

Informal communications serve to supplement and enhance formal communications. A number of methods of informal communication can be considered. Some examples include e-mails, phone calls or informal meetings. Due to the varied types and ad-hoc nature of informal communications, they are not discussed in this plan.

Formal communications

The ECCO Project will engage in various types of formal communication. The general types and their purpose are described below.

<div><div><div>UNIVERSITAT POLITÈCNICA DE CATALUNYA BARCELONATECH</div><div>Departament de Projectes d'Enginyeria</div></div></div> <div>Secció Terrassa</div>	ECCO	Date: 18 – 05 – 2015
		Page: 13 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		

- **Status Meetings**

There are five basic types of status meetings for the ECCO Project:

1. Status meetings internal to the ECCO technical project team to discuss assignments, activities, and to share information.
2. Status meetings and reports between the ECCO project management team, and the project team.
3. Project management team meetings with the project stakeholders, and project manager to review progress, risks and issues.
4. Status meetings and reports between the ECCO project manager and the steering committee.
5. Status meetings and reports to stakeholders, such as external customers and outsourcing companies.

- **Status Reports**

A variety of status reports will be produced during the project. The status reports will be produced on regular intervals to provide stakeholders project information on the status and progress of the ECCO project. At a minimum the reports will contain:

- Project status on major activities
- Project schedule
- Budget and cost tracking
- Status of issues and risks
- Health status
- Status of action items, if applicable.
- Future or planned activities


The intent of the status reports is to inform stakeholders of the project's progress and keep them actively involved in the project. The information provided will contain enough detail to allow stakeholders to make informed decisions and maintain oversight of the project.

- **External Communications, Dissemination**

Apart from the internal communication activities, the philosophy of the company is to care about the importance of having a good dissemination plan, with the objective of keeping informed not only stakeholders but also all the general public.

To achieve this aim ECCO outsources some external communication tasks to an external specialized firm.

In order to perform this dissemination, the following tasks will be developed:

<div><div><div>UNIVERSITAT POLITÈCNICA DE CATALUNYA BARCELONATECH</div><div>Departament de Projectes d'Enginyeria</div></div></div> <div>Secció Terrassa</div>	ECCO	Date: 18 – 05 – 2015
		Page: 14 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		

- **Social Networking**

Dissemination campaign must be compatible with the current media, taking profit of new technology and reach European inhabitants. The dissemination of media, social media and a website will offer a friendly approach to the project through many channels of communication. All the non-confidential information about the development of the project and the new discoveries will be published in the webpage and social networks with an update three times a week.

- **ECCO Day International congress**


Two international congresses will be organized to attract possible stakeholders and keep the interest of the current ones. The ECCO stakeholders and some potential new stakeholders will be invited to attend and/or participate in the two international congresses where some conferences will be given. The first ECCO Day will be done in the 61st week of the project and the second ECCO Day will be done at the end of the project, around the 115th week.

- **Specialized journals and magazines**

In order to keep informed the interested public, ECCO will also publish articles periodically in some of the specialized journals. In the following table is mentioned the magazines in which participation is foreseen:

Table 2. List of specialized journals and magazines

Journal	Frequency	Format	Description
Space Science & Engineering International Journal	1 per year	Online magazine (Only for subscribers) Paper magazine	This journal produces 4 issues per year about original and multidisciplinary research papers in all areas of space activities. (Into the covered topics they specify earth observation from space and data processing).
CEAS Space Journal	1 per year	Online version Paper Version	The CEAS Space Journal has been created by the Space Branch of the Council of European Aerospace Societies to provide an appropriate platform for excellent scientific publications submitted by scientists and engineers.
Space Science Reviews	1 per year	Online Version Paper Version	As an international key journal on scientific space research, its purpose is to provide a comprehensive synthesis of the various branches of space research. Space Science Reviews continues to boast a very strong Impact Factor, and is found in the 1st quartile of all Astronomy and Astrophysics journals by Thomson Scientific.

<div><div><div>UNIVERSITAT POLITÈCNICA DE CATALUNYA BARCELONATECH</div><div>Departament de Projectes d'Enginyeria</div></div></div> <div>Secció Terrassa</div>	ECCO	Date: 18 – 05 – 2015
		Page: 15 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		

Aerospacio	2 per year	Online magazine Paper magazine	Spanish magazine where important aerospace discoveries are published.
Progress in Aerospace Sciences	1 per year	Online Version Paper Version	An international review journal designed to be of broad interest and use to all those concerned with research in aerospace sciences and their applications in research establishments, industry and universities.
Aerospace Science and Technology	1 per year	Online Version Paper Version	This journal publishes original papers, review articles and short communications related to all fields of aerospace research, fundamental and applied potential applications. (Into the covered topics they specify earth observation and aerospace communications, among others).
Advances in Space Research	2 per year	Online OPEN journal	The Official Journal of the Committee on Space Research (COSPAR), a Scientific Committee of the International Council for Science (ICSU).

○ Trade Fairs


Participation in trade fairs of the sector is a very important part of the dissemination of the project. There are specialized fairs where ECCO can present the project to the public. In the following list are the trade fairs in which ECCO will participate:

ILA Berlin Air Show. ILA Berlin Air Show is not only the oldest fair in the industry but it is also considered to be the leading international aerospace trade show. Many exhibitors, among others, from the areas of commercial aviation, aerospace, defense and security, equipment, engines and materials present their new products and innovations. The fair is an industry meeting place and also a crowd puller. For example, the "International Suppliers Center ISC" offers to the international suppliers in the industry an excellent platform to present themselves in front of an international trade audience. In addition, visitors can expect an excellent conference program. The "ILA Career Center" is the ideal platform for human resources and recruiting. Here employers and future employees can meet in a relaxed environment.

Date: 31.05.2016 -05.06.2016

Location: Berlin

Contact and information: www.ila-berlin.de/ila2014/home/index.cfm

<div><div><div>UNIVERSITAT POLITÈCNICA DE CATALUNYA BARCELONATECH</div><div>Departament de Projectes d'Enginyeria</div></div></div> <div>Secció Terrassa</div>	ECCO	Date: 18 – 05 – 2015
		Page: 16 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		

The Japan International Aerospace Exhibition in Tokyo. It is an international exhibition of aviation and space technology. Here the newest technologies, products, services and developments in the industry are presented and information is exchanged in order to contribute to the development of the aerospace industry with appropriate activities. Both the professional and the just plain interested visitors get an overview on aviation and space technology at the several stalls of the exhibitors.

Date: 12.10.2016 -15.10.2016

Location: Tokyo

Contact and information: www.japanaerospace.jp/eng/Index

Airshow China. China International Aviation & Aerospace Exhibition (namely Airshow China) is the only international aerospace trade show in China that is endorsed by the Chinese central government. It features the display of real-size products, trade talks, technological exchange and flying display. Since 1996, the show has been successfully held in Zhuhai in every even-number year for 10 sessions.

Date: 01.11.2016 -06.11.2016

Location: Zhuhai, China

Contact and information: www.airshow.com.cn/en/


International Paris Air Show Le Bourget. This fair is an international aviation and aerospace exhibition, which is organized every two years by the SIAE, a subsidiary of GIFAS, the French Aerospace Industries Association. It is one of the oldest and largest air shows in the world. Here the newest technologies of the aerospace industry and related equipment, such as aircraft engines, satellite navigation technology, aircraft cabins and seats and weapons systems will be presented. Over the years this show has become one of the most important international platforms in the industry. The first days of the fair are reserved exclusively for trade visitors, at the weekend the event will open its doors for the general public. About 150 aircrafts are presented. Many of them show their skills during the daily flying demonstrations in the afternoon which gives exhibitors the opportunity to demonstrate their technical expertise to the public. The exhibition is accompanied by a B2B meeting program where the exchange of knowledge and experiences in combination with the search for solutions in the aerospace sector is in the foreground.

Date: 20.06.2017 -20.06.2017

Location: Paris

Contact and information: <http://www.siae.fr/EN>

International Air Show Farnborough. The Farnborough International Air Show is an international trade and consumer fair of the aerospace industry. The fair takes place on the premises of the Farnborough Airfield. The air show takes place every two years and along with the international aerospace exhibition in Berlin, the ILA, as well as the Paris Air Show in Le Bourget it is one of the most important air shows in the world. All

<div><div><div>UNIVERSITAT POLITÈCNICA DE CATALUNYA BARCELONATECH</div><div>Departament de Projectes d'Enginyeria</div></div></div> <div>Secció Terrassa</div>	ECCO	Date: 18 – 05 – 2015
		Page: 17 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		

well-known aircraft and engine manufacturers as well as aerospace companies gather here to present their product innovations, open up new fields of business and make sales. During the fair, an air show with extensive aeronautical demonstrations is offered to the visitors. On the first 5 days the Farnborough Air Show is open exclusively to trade visitors and on the last two days also to the general public.

Date: 09.07.2018 -17.07.2018

Location: Farnborough, UK

Contact and information: www.farnborough.com

SPIE Remote Sensing Toulouse. This fair is Europe's largest international forum for remote sensing. The event offers comprehensive coverage of remote sensing including next-generation satellites, SAR image analysis, LADAR technologies and more. The conference covers the latest enabling technologies and applications for sensor technologies, sensing of the environment, and signal and image processing. Remote Sensing is co-located with Security and Defense.

Date: 24.09.2018 -27.09.2018

Location: Paris

Contact and information: www.spie.org

- **Other dissemination activities**

Since some part of the dissemination will be outsourced, it is expected to have modifications in this Dissemination plan. More activities that are eligible to be included in the dissemination plan are, for example, school lessons, science festivals, informative meetings, organizing sport events, leaflets, press releases and others, depending on the target group.

1.7. Guidelines for meetings


Formal meetings will adhere to the following best practice guidelines.

Meeting Agenda

Meeting Agenda will be distributed 5 business days in advance of the meeting. The Agenda should identify the presenter for each topic along with a time limit for that topic. The first item in the agenda should be a review of action items from the previous meeting.

Meeting Minutes

Meeting minutes will be distributed within 2 business days following the meeting. Meeting minutes will include the status of all items from the agenda along with new action items and the Parking Lot list.

<div><div><div>UNIVERSITAT POLITÈCNICA DE CATALUNYA BARCELONATECH</div><div>Departament de Projectes d'Enginyeria</div></div></div> <div>Secció Terrassa</div>	ECCO	Date: 18 – 05 – 2015
		Page: 18 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		

Action Items

Action Items are recorded in both the meeting agenda and minutes. Action items will include both the action item along with the owner of the action item. Meetings will start with a review of the status of all action items from previous meetings and end with a review of all new action items resulting from the meeting. The review of the new action items will include identifying the owner for each action item.

Note Taker

The Note Taker is responsible for documenting the status of all meeting items, maintaining a Parking Lot item list and taking notes of anything else of importance during the meeting.

1.8. Communication Standards

In order to achieve consistent and effective communications, standardisation of documentation is a proven way to simplify the complexities of project management communications. The Project Management Office has developed standard templates or formats for the various communication tools used throughout the project. Standard templates and formats of font will be applied specific types of communication (i.e. emails, status reports, e-zines, bulletins etc.). By using standardisation, it can help to achieve consistent and effective communications. Formal project communications are detailed in the project's communication matrix and include:

Kick-off Meeting – project team will utilize ECCO Project standard templates for meeting agenda and meeting minutes. Additionally, any slides presented will use the ECCO Project standard slideshow template.


Project Team Meetings – project team will utilize ECCO Project standard templates for meeting agenda and meeting minutes. Additionally, any slides presented will use the ECCO Project standard slideshow template.

Technical Design Meetings – project team will utilize ECCO Project standard templates for meeting agenda and meeting minutes. Additionally, any slides presented will use the ECCO Project standard slideshow template.

Monthly Project Status Meetings – project team will utilize ECCO Project standard templates for meeting agenda and meeting minutes. Additionally, any slides presented will use the ECCO Project standard slideshow template.

Project Status Reports – project team will utilize ECCO Project standard templates for meeting agenda and meeting minutes. Additionally the standard project status report document, available on the share drive, will be used to provide project status.

Informal project communications should be professional and effective but there is no standard template or format that must be used.

<div><div><div>UNIVERSITAT POLITÈCNICA DE CATALUNYA BARCELONATECH</div><div>Departament de Projectes d'Enginyeria</div></div></div> <div>Secció Terrassa</div>	ECCO	Date: 18 – 05 – 2015
		Page: 19 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		


1.9. Communication Escalation Process

Efficient and timely communication is the key to successful project completion. As such, it is imperative that any disputes, conflicts, or discrepancies regarding project communications are resolved in a way that is conducive to maintaining the project schedule, ensuring the correct communications are distributed, and preventing any ongoing difficulties. In order to ensure projects stay on schedule and issues are resolved, the ECCO Project will use its standard escalation model to provide a framework for escalating communication issues.

The table below defines the priority levels, decision authorities, and timeframes for resolution.

Table 3. Priority levels for the escalation process

Priority	Definition	Decision Authority	Timeframe for Resolution
Priority 1	Major impact to project or business operations. If not resolved quickly there will be a significant adverse impact to revenue and/or schedule.	Steering committee	Within 4 hours
Priority 2	Medium impact to project or business operations which may result in some adverse impact to revenue and/or schedule.	Project Manager	Within one business day
Priority 3	Slight impact which may cause some minor scheduling difficulties with the project but no impact to business operations or revenue.	Department manager	Within two business days
Priority 4	Insignificant impact to project but there may be a better solution.	Team Manager	Work continues and any recommendations are submitted via the project change control process


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		Page: 20 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		

2. Communication management plan matrix

The following table identifies the communications requirements for this project.

Table 4. Communication management plan matrix

Communication Type	Objective of Communication	Medium	Frequency	Audience	Owner	Deliverable	Format
Kickoff Meeting	Introduce the project team and the project. Review project objectives and management approach.	<ul style="list-style-type: none"> • Face to Face 	Once, at the beginning of the project.	<ul style="list-style-type: none"> • Steering committee • Project Team • Stakeholders 	Project Manager	<ul style="list-style-type: none"> • Agenda • Meeting Minutes 	<ul style="list-style-type: none"> • Soft copy archived on project <i>ECComm SharePoint</i> site and project web site
Project Team Meetings	Review status of the project with the team.	<ul style="list-style-type: none"> • Face to Face • Conference Call 	Weekly	<ul style="list-style-type: none"> • Project Team 	Project Manager	<ul style="list-style-type: none"> • Agenda • Meeting Minutes • Project schedule 	<ul style="list-style-type: none"> • Soft copy archived on project <i>ECComm SharePoint</i> site and project web site
Technical Design Meetings	Discuss and develop technical design solutions for the project.	<ul style="list-style-type: none"> • Face to Face 	As Needed	<ul style="list-style-type: none"> • Project Technical Staff 	Technical Lead	<ul style="list-style-type: none"> • Agenda • Meeting Minutes 	<ul style="list-style-type: none"> • Soft copy archived on project <i>ECComm SharePoint</i> site and project web site
Monthly Project Status Meetings	Report on the status of the project to management.	<ul style="list-style-type: none"> • Face to Face • Conference Call 	Monthly	<ul style="list-style-type: none"> • Project management team 	Project Manager	<ul style="list-style-type: none"> • Slide updates • Project schedule 	<ul style="list-style-type: none"> • Soft copy archived on project <i>ECComm SharePoint</i> site and project web site

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		Page: 21 of 21
		Code: Group 02 – 220310 PM – P22015
EARTH CLIMATE CHANGE OBSERVATION		

Project Status Reports	Report the status of the project including activities, progress, costs and issues.	<ul style="list-style-type: none"> Email 	Monthly	<ul style="list-style-type: none"> Project Team Stakeholders Project management team 	Project Manager	<ul style="list-style-type: none"> Project Status Report Project schedule 	<ul style="list-style-type: none"> Soft copy archived on project <i>ECComm</i> <i>SharePoint</i> site and project web site
Steering committee meetings	Provide strategic direction, and resolve conflicts or expedite a process that is not resolved at a lower level.	<ul style="list-style-type: none"> Face to face Conference Call 	After each milestone	<ul style="list-style-type: none"> Steering committee Project Manager 	Project Manager	<ul style="list-style-type: none"> Agenda Meeting Minutes 	<ul style="list-style-type: none"> Soft copy archived on project <i>ECComm</i> <i>SharePoint</i> site and project web site
ECCO Day	Dissemination of the project	<ul style="list-style-type: none"> Face to face Conference 	Twice, at 61 st and 115 th weeks	<ul style="list-style-type: none"> Open to everyone 	Project Manager	See Dissemination plan	See Dissemination plan
Dissemination activities	Reach external agents with news of the project	See Dissemination plan	See Dissemination plan	<ul style="list-style-type: none"> External companies General public 	Project Manager	See Dissemination plan	See Dissemination plan