**Communication Plan**

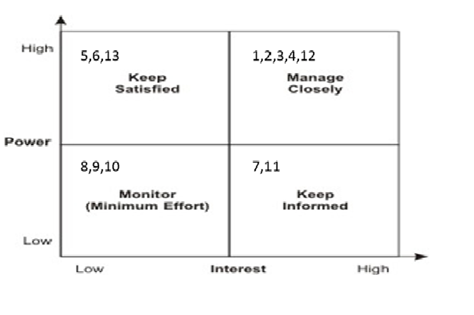
The purpose of developing the communication plan for the portfolio of projects is to determine the information shared with the company’s stakeholders and to define a process for communication among the projects and within project team members without any impediments. The project and program managers ensure that there is effective communication within the project team members and across the enterprise which includes different project members and stakeholders. Communication matrix details the approach of communication to be used, corresponding deliverables and identifies the stakeholders affected by these communication plan.

**1. Stakeholder Communication**

Portfolio communications help facilitate the communication that is required to be done with external stakeholders. The portfolio manager will communicate with each stakeholder in order to determine the frequency of communication, preferred method of communication. All communication will occur in accordance with the Communication Matrix; however, depending on the identified stakeholder, individual communication is acceptable as long as it is within the constraints outlined in the stakeholder register. The project stakeholder register along with the project communication matrix will henceforth be used as basis for all portfolio communication.

**1.1 Stakeholder Classification based on Power/Interest Grid**

For the purpose of graphical representation of stakeholder power grid, stakeholders have been numbered as follows: 1. Project Sponsors 2. Project Managers 3. Project Teams 4. Program Managers 5. All Cs 6. Directors and VPs 7. Investors 8. Administrative assistants 9.IT support 10. Suppliers 11. Prospective customers 12. Portfolio Manager 13. Customers

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*Image source: google images (*<https://leadershipchamps.files.wordpress.com/2008/03/power-interest-stakeholder-grid.jpg>*)*

Keep informed: Investors, and Prospective customers

* Objective is to promote their participation to improve transparency and leverage them as representatives for public understanding, support and funding.
* Inform these stakeholders about the benefits this portfolio offers them
* Share organization’s quarterly earnings report to give stakeholders idea of company’s performance and improve transparency by notifying them how their investment funds were used by the company.
* Ensure that they participate in the communication feedback loop, by providing genuine comments back to the enterprise.

Manage closely: project managers, project sponsors, program managers, project teams, portfolio managers

* Objective is to develop clear communications messages, materials and activities that respond to their needs and proper evaluation of customer satisfaction.
* Mode of communication would be regular in-person interaction e.g. bi weekly / monthly status presentations, lunch, hallway conversations

Keep satisfied: Directors, VP, CIO, CEO, Customers

* The communication plan aims to inform and secure commitment from these entities for dedicated support and participation throughout the project lifecycle.
* Ensure that the plan supports this group by regularly reporting to them about the progress and results so that they may fully utilize the functions for their key business processes and for them to decide whether these projects generating value for the company.
* Mode of communication would be through Email, written reports, occasional in-person contact

Monitor: suppliers, IT support, administrative staff

* This group of stakeholder has very less power and very low influence
* Mode of communication would be through Email and written reports

**2. COMMUNICATION VEHICLES**

**2.1 Documents for Portfolio Communication Plan**

The portfolio manager will communicate the following documents with the portfolio sponsor and

managers:

* Risk register
* Prioritization scoring sheet
* Portfolio assumptions and constraints
* Portfolio performance report
* Budget and resources report - Current status and forecasts of funds and resources will

also be analyzed and reported as per agreed upon frequency.

**2.2 Communication Matrix**

The Communications Action Matrix is used to define details regarding the communications activities that are used during the course of the projects. It is maintained by the Program and Project Managers, or a dedicated member of the Integrated Portfolio Team. This matrix would include detailed activities such as:

* Designate “owners” responsible for communications products and activities for each project milestone along with resources required for these efforts in terms of personnel and budget, and where the personnel and budget would be obtained
* A list of key messages and benefits statements, with an assigned message “owner” as a central point of contact and the processes for vetting communications messages and products
* Listing the priority customer groups targeted for participation in each of the projects in the Portfolio which includes the policy level contacts to be approached for each of the projects.
* The schedule for approaching each; and a designated spokesperson tasked with developing the relationship with each targeted group/project.

Below is a sample Communications Action Matrix that is used by all the projects throughout the projects’ execution:

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Method** | **Target** | **Description/ Purpose** | **Frequency** | **Owner** | **Distribution** | **Internal/** | **Comments** |
| **Vehicle** | **External** |
| Projects  Summary Report Meeting | Sponsors | Reporting the status of individual projects,  their cost and urgent issues | Quarterly, Face-to-face | Program Manager/  Delivery Manager | Project Status Report/  Gantt Chart/ Cost Matrix | External | Reports emailed to stakeholders  and maintained in repository for future access |
| Whiteboard Meeting/Stand up meetings | Project Teams | Receiving daily updates on work  done by project's members | Daily, Face-to-face,  Telephonic calls | Team Lead/ Project Manager | Email/Minutes of  Meeting | Internal | Daily updates sent to Team Lead  enables proper work assignment to resources across teams |
| Monthly Status Report Project Meeting | Program Manager | Reporting the status of each projects with the internal issues, resource management and approvals | Monthly, Face-to-face | Project Manager | Project Progress Report/Resource  Matrix and Project schedule | Internal | Detailed discussions done  to tackle these issues ( Monthly Project Reports) |

### 2.2.1 Project Meetings Template

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Meeting** | **Description Purpose** | **Frequency** | **Owner** | **Internal/ External** | **Comments/ Participants** |
| <Status Meeting> | <Communication of project progress and deliverable status> | <Weekly> | <Joe Smith office> | <Internal> | <comments> |

### 2.2.2 Project Reporting Template

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Report Name** | **Description Purpose** | **Frequency** | **Owner** | **Internal/ External** | **Comments/ Distribution List** |
| < Report Name> | <Communication of project progress and deliverable status> | <Weekly> | <Joe Smith> | <Internal> | <comments> |

**3.** **Conflict Management Strategy**

The project manager and the project stakeholders meet and agree to attempt to resolve all conflicts at an individual level as much as possible. Two (or more) parties with a dispute meet and use the following guidelines:

1. Acknowledge conflict
2. Establish ground rules
3. Share collected data related to the conflict
4. Explore solutions, listing as many alternatives as possible
5. Evaluate solutions
6. Select the best solution
7. Share the solution with the project stakeholders

Each time stakeholders meet to resolve a conflict, they record the following information:

* Issues
* Meeting date and location
* Attendees
* Results of meeting / Action Items

**4. Communication Tools**

The Portfolio Manager uses a variety of tools to organize and present projects information to the sponsors as well as the project managers.

**a. Project Fact Sheet:** The project fact sheet contains summary data for stakeholders outside the project team, and is typically posted on the project website.

**b. Performance Reporting:** It is the collection of all baseline data, and distribution of performance information to stakeholders. This also mentions the scope, schedule, cost, and quality of the projects after a certain period to track project progress and help spot developing problems in time to take corrective action.

**c. Project and Status Reports**: These contain different types of information depending on the audience. Moreover, whether you produce paper or electronic status reports depends on the audience as well.

**d.** **Conference calls and videoconferencing*:***These are the options for meetings when people are distributed geographically (using Microsoft Office LiveMeeting etc.).

**5. 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 accurate information is distributed, and preventing any ongoing difficulties.

|  |  |  |  |
| --- | --- | --- | --- |
| **Priority** | **Definition** | **Decision Authority** | **Timeframe for Resolution** |
| Priority 1 | Major impact to project or business operations. If not resolved quickly there is a significant adverse impact to revenue and/or schedule.(Show Stoppers) | Vice President or higher | 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 Sponsor | 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. | Project Manager | Within two business days |
| Priority 4 | Insignificant impact to project but there may be a better solution. | Project Manager | Work continues and any recommendations are submitted via the project change control process |