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**Communication Management Plan**

**HorarIA**

**NOVASoftware**

**Ctra. Madrid-Barcelona, Km. 33,600.**

**Alcalá de Henares, 28805**

**30.11.2023.**

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# **Introduction**

This Communications Management Plan sets the communications framework for project HorarIA. It will serve as a guide for communications throughout the life of the project and will be updated as communication needs change. This plan identifies and defines the roles of persons involved in this project. It also includes a communications matrix which maps the communication requirements of this project. An in-depth guide for conducting meetings details both the communications rules and how the meetings will be conducted, ensuring successful meetings. A project team directory is included to provide contact information for all stakeholders directly involved in the project.

# **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 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 project team and all stakeholders. This methodology is consistent with the project’s Change Management Plan and ensures that all project stakeholders remain aware and informed of any changes to communications management.

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# **Communications Management Constraints**

All project communication activities will occur within the project’s approved budget, schedule, and resource allocations. The project manager is responsible for ensuring that communication activities are performed by the project team and without external resources which will result in exceeding the authorized budget. Communication activities will occur in accordance with the frequencies detailed in the Communication Matrix in order to ensure the project adheres to schedule constraints. Any deviation of these timelines may result in excessive costs or schedule delays and must be approved by the project sponsor.

NOVASoftware organizational policy states that where applicable, standardized formats and templates must be used for all formal project communications. The details of these policy requirements are provided in the section titled “Standardization of Communication” in this document.

NOVASoftware organizational policy also states that only a Vice President 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.

# **Stakeholder Communication Requirements**

As part of identifying all project stakeholders, the project manager will communicate with each stakeholder in order to determine their preferred frequency and method of communication. 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.

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.

# **Roles**

**Project Sponsor**

The Project Sponsor is the champion of the project and has authorized the project by signing the project charter. This person is responsible for the funding of the project and is ultimately responsible for its success. Since the Project Sponsor is at the executive level communications should be presented in summary format unless the Project Sponsor requests more detailed communications.

**Program Manager**

The Program Manager oversees the project at the portfolio level and owns most of the resources assigned to the project. The Program Manager is responsible for overall program costs and profitability as such they require more detailed communications than the Project Sponsor.

**Key Stakeholders**

Normally Stakeholders include all individuals and organizations who are impacted by the project. For this project we are defining a subset of the stakeholders as Key Stakeholders. These are the stakeholders with whom we need to communicate with and are not included in the other roles defined in this section. The Key Stakeholders includes executive management with an interest in the project and key users identified for participation in the project.

**Change Control Board**

The Change Control Board is a designated group which reviews technical specifications and authorizes changes within the organization's infrastructure. Technical design documents, user impact analysis and implementation strategies are typical of the types of communication this group requires.

**Project Manager**

The Project Manager has overall responsibility for the execution of the project. The Project Manager manages day to day resources, provides project guidance and monitors and reports on the projects metrics as defined in the Project Management Plan. As the person responsible for the execution of the project, the Project Manager is the primary communicator for the project distributing information according to this Communications Management Plan.

**Project Team**

The Project Team is composed of all persons who have a role performing work on the project. The project team needs to have a clear understanding of the work to be completed and the framework in which the project is to be executed. Since the Project Team is responsible for completing the work for the project they played a key role in creating the Project Plan including defining its schedule and work packages. The Project Team requires a detailed level of communications which is achieved through day to day interactions with the Project Manager and other team members along with weekly team meetings.

**Steering Committee**

The Steering Committee includes management representing the departments which make up the organization. The Steering Committee provides strategic oversight for changes which impact the overall organization. The purpose of the Steering Committee is to ensure that changes within the organization are affected in such a way that it benefits the organization as a whole. The Steering Committee requires communication on matters which will change the scope of the project and its deliverables.

**Technical Lead**

The Technical Lead is a person on the Project Team who is designated to be responsible for ensuring that all technical aspects of the project are addressed and that the project is implemented in a technically sound manner. The Technical Lead is responsible for all technical designs, overseeing the implementation of the designs and developing as-build documentation. The Technical Lead requires close communications with the Project Manager and the Project Team.

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# **Project Team Directory**

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

| **Role** | **Name** | **Title** | **Email** | **Phone** |
| --- | --- | --- | --- | --- |
| **Project Director** | Sergio Sastre | Project Director | Sergio@NS.com | 543-776 |
| **Functional Manager** | José María Oliet | Functional Manager | José@NS.com | 333-222 |
| **Product Design Manager** | Filip Celepirovic | Product Design Manager | Filip@NS.com | 555-444 |
| **Quality Control Manager** | Alejandro Resino | Quality Control Manager | Alejandro@NS.com | 789-882 |
| **Project Sponsors** | NOVASoftware  TIESA |  |  |  |
| **Project Team** | Sergio Sastre  José María Oliet  Filip Celepirovic  Alejandro Resino |  |  |  |
| **Project Stakeholders** | See Stakeholder Register | See Stakeholder Register | See Stakeholder Register | See Stakeholder Register |

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# **Communication Methods and Technologies**

The project team will determine, in accordance with NOVASoftware organizational policy, the communication methods and technologies based on several factors to include: stakeholder communication requirements, available technologies (internal and external), and organizational policies and standards.

NOVASoftware maintains a SharePoint platform within the PMO 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 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 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 SharePoint platform.

NOVASoftware maintains software licenses for MS Project software. All project teams are responsible for developing, maintaining, and communicating schedules using this software. PERT Charts are the preferred format for communicating schedules to stakeholders. The project schedule will be maintained on both the SharePoint platform and the project website.

All project communication and documentation, in addition to being maintained on the SharePoint platform and project website, will be archived on the internal NOVASoftware shared drive which resides in the PMO program directory. Organizational naming conventions for files and folders will be applied to all archived work.

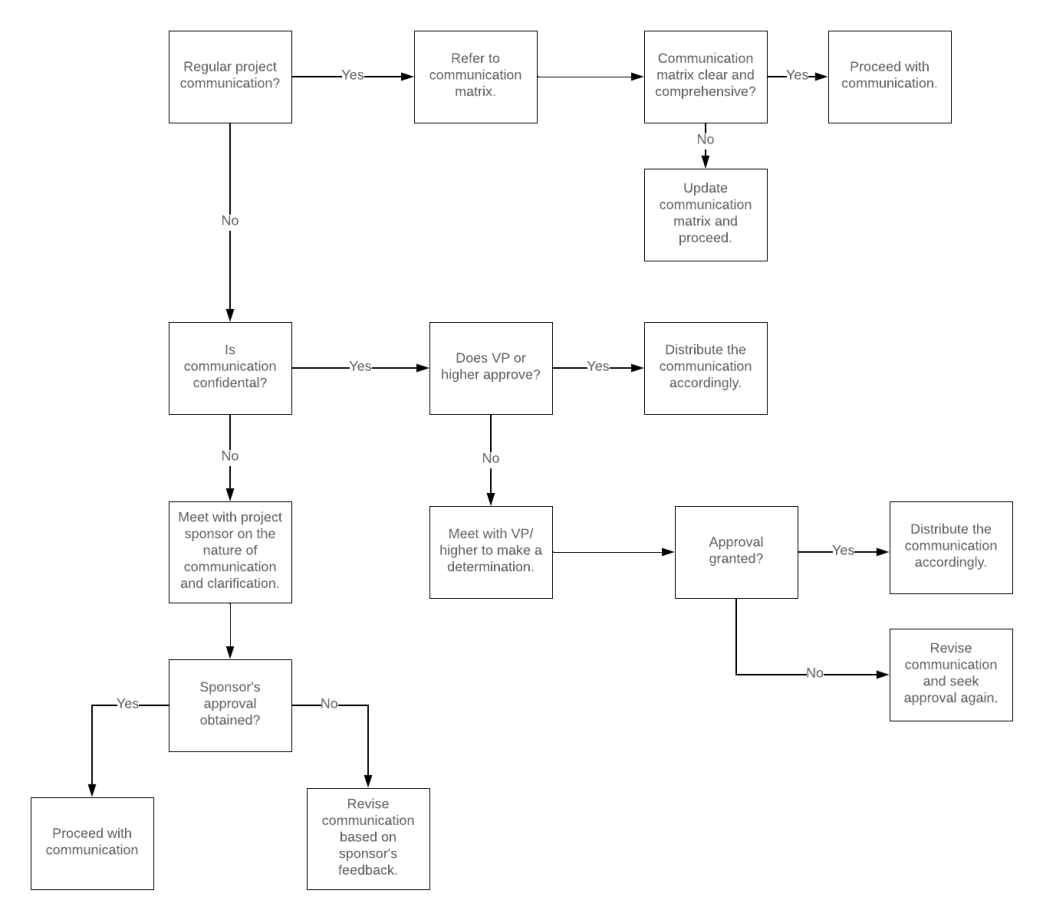
# **Communications Matrix**

The following table identifies the communications requirements for this project.

| Comunicación | Descripción | Media | Frecuencia | Participantes | Entregable | Format |
| --- | --- | --- | --- | --- | --- | --- |
| La primera reunión | Presentar al equipo del proyecto y el proyecto. Revisar los objetivos del proyecto y el enfoque de gestión. | Cara a cara | Una vez | Director del proyecto    Stakeholders    Equipo del proyecto    Sponsors del proyecto | Agenda    Acta de la reunión | Copia archivada en el sitio de SharePoint del proyecto y en el sitio web del proyecto |
| Reunión del equipo de dirección | El equipo de dirección  responsable del proyecto  se reúne para tratar el estado  y evolución del mismo | Cara a cara    Conferencia telefónica | Cada 2 semanas | Equipo de dirección | Agenda    Acta de la reunión    Cronograma del proyecto | Copia archivada en el sitio de SharePoint del proyecto y en el sitio web del proyecto |
| Reunión  con stakeholders | Reunión entre el director del proyecto y los stakeholders para tratar temas relacionados con el desarrollo del proyecto | Cara a cara    Conferencia telefónica | Una vez al mes | Stakeholders    Director del proyecto | Agenda    Acta de la reunión | Copia archivada en el sitio de SharePoint del proyecto y en el sitio web del proyecto |
| Reunión con jefes de  divisiones de trabajo | El director del proyecto  y el gerente funcional se reúnen con  los jefes de las ́areas funcionales  para tratar incidencias  y modificaciones a realizar. | Cara a cara      Conferencia  telefónica | Una vez al mes | Director del proyecto    Gerente funcional    Jefes de división | Agenda    Acta de la reunión | Copia archivada en el sitio de SharePoint del proyecto y en el sitio web del proyecto |
| Reuniones de Diseño Técnico | Discutir y desarrollar soluciones técnicas de diseño para el proyecto. | Cara a cara | Una vez cada dos semanas. | Personal técnico del proyecto    Líder técnico | Agenda    Acta de la reunión | Copia archivada en el sitio de SharePoint del proyecto y en el sitio web del proyecto |
| Informes de estado del proyecto | Informar el estado del proyecto incluyendo actividades, avances, costos y problemas. | Correo electrónico | Una vez al mes | Director del proyecto    Sponsor del proyecto    Equipo del proyecto    Project stakeholders    PMO | Project Manager | Copia archivada en el sitio de SharePoint del proyecto y en el sitio web del proyecto |
| Reuniones cada mes sobre el estado del proyecto | Informar sobre el estado del proyecto a la dirección. | Cara a cara    Conferencia  telefónica | Una vez al mes | Director del proyecto    PMO | Actualizaciones de diapositivas    Cronograma del proyecto | Copia archivada en el sitio de SharePoint del proyecto y en el sitio web del proyecto |

# **Communication Flow Chart**

The communication flowchart below was created to aid in project communication. This flowchart provides a framework for the project team to follow for this project. However, there may be occasions or situations which fall outside of the communication flow chart where additional clarification is necessary. In these situations the Project Manager is responsible for discussing the communication with the Project Sponsor and making a determination on how to proceed.



# **Guidelines for Meetings**

**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.

**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.

**Meeting Chairperson**

The Chairperson is responsible for distributing the meeting agenda, facilitating the meeting and distributing the meeting minutes. The Chairperson will ensure that the meeting starts and ends on time and that all presenters adhere to their allocated time frames.

**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. The Note Taker will give a copy of their notes to the Chairperson at the end of the meeting as the Chairperson will use the notes to create the Meeting Minutes.

**Time Keeper**

The Time Keeper is responsible for helping the facilitator adhere to the time limits set in the meeting agenda. The Time Keeper will let the presenter know when they are approaching the end of their allocated time. Typically a quick hand signal to the presenter indicating how many minutes remain for the topic is sufficient.

**Parking Lot**

The Parking Lot is a tool used by the facilitator to record and defer items which aren’t on the meeting agenda; however, merit further discussion at a later time or through another forum.

A parking lot record should identify an owner for the item as that person will be responsible for ensuring follow-up. The Parking Lot list is to be included in the meeting minutes.

# **Communication Standards**

For this project, NOVASoftware will utilize standard organizational formats and templates for all formal project communications. Formal project communications are detailed in the project’s communication matrix and include:

Kickoff Meeting – project team will utilize NOVASoftware standard templates for meeting agenda and meeting minutes. Additionally, any slides presented will use the NOVASoftware standard slideshow template.

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

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

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

Project Status Reports – project team will utilize NOVASoftware 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.

# **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, NOVASoftware 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.

| **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. | 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 the project but there may be a better solution. | Project Manager | Work continues and any recommendations are submitted via the project change control process |

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# **Glossary of Communication Terminology**

| Term | Definition |
| --- | --- |
| Communication | The effective sending and receiving of information. Ideally, the information received should match the information sent. It is the responsibility of the sender to ensure this takes place. |
| Stakeholder | Individuals or groups involved in the project or whose interests may be affected by the project’s execution or outcome. |
| Communications Management Plan | Portion of the overall Project Management Plan which details how project communications will be conducted, who will participate in communications, frequency of communications, and methods of communications. |
| Escalation | The process which details how conflicts and issues will be passed up the management chain for resolution as well as the timeframe to achieve resolution. |

Sponsor Acceptance

Approved by the Project Sponsor:

Date: 30.11.2023.

TIESA

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Approved by the Project Sponsor:

Date: 30.11.2023.

NovaSoftware

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