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**Stakeholders Management Plan**

**HorarIA**

**NOVASoftware**

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

**Alcalá de Henares, 28805**

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# **Purpose**

Stakeholder Management includes the processes required to identify the people, groups and organizations that could affect or be affected by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate strategies and tactics for effectively engaging stakeholders in a manner appropriate to the stakeholders’s interest and involvement in the project. The Stakeholder Management Plan helps ensure that stakeholders are effectively involved in project decisions and execution throughout the lifecycle of the project, to gain support for the project and anticipate resistance, conflict, or competing objectives among the project’s stakeholders. The Stakeholder Management Plan includes several sections:

* **Identify Stakeholders** – identify by name and title the people, groups, and organizations that have significant influence on project direction and its success or who are significantly impacted by the project.
* **Plan Stakeholder Management** – identify the strategies and mechanisms that will be used to achieve the greatest support of stakeholders and minimize resistance.
* **Manage Stakeholder Engagement** – outlines the processes and steps that will be undertaken to carry out the planned strategies.
* **Control Stakeholder Engagement** – describes the methods that will be used to monitor stakeholder engagement and alert the project team if problems are surfacing.

# **Identify Stakeholders**

In order to develop an effective plan for managing stakeholders, they first need to be clearly identified and assessed. Stakeholders will be identified by performing a stakeholder analysis in which potential stakeholders and relevant information (interests, involvement, interdependencies, influence, and potential impact on project success) are gathered, documented and analyzed.

To assist with stakeholder identification and analysis, the team has created and is completing a Stakeholder Analysis Register categorized by Stakeholder Name. The Stakeholder Analysis Register captures the following information

* Name of Stakeholder
* Description of Stakeholder
* Level of Impact on the Project (Critical, High, Moderate, Low)
* Description of Level Impacted on the Project

A snapshot from the Stakeholder Analysis Register is provided below.

| **Name of Stakeholder** | **Description of Stakeholder** | **Impact on Project** | **Description of Impact** |
| --- | --- | --- | --- |
| Directors of each faculty department | Oversee academic departments within faculties | High | Changes in scheduling, resource allocation |
| Central academic service of lecture halls | Manages scheduling and resources for lecture halls | High | Schedule changes, resource allocation |
| Directors of different faculties | Heads of various faculties within the university | High | Changes in academic structure, resources |
| Heads of studies in different faculties | Responsible for curriculum planning and execution | High | Curriculum changes, course scheduling |
| University's executive team | Top leadership overseeing the entire university | Critical | Major changes in university structure |
| Coordinators of subjects in different faculties | Coordinate specific subject schedules and content | Moderate | Changes in course content, scheduling |
| Deanship | Faculty leadership overseeing various academic aspects | High | Changes in faculty structure, resources |
| University Rectorate | Head of the university | Critical | Major changes in university policies |
| Faculty Professors | Teaching staff within faculties | Moderate | Changes in teaching schedule, resources |
| Students | University students | Moderate | Changes in class schedules, facilities |
| Unions | University staff unions | Moderate | Changes affecting staff, labor relations |
| Laboratory Technicians | Technicians supporting laboratory activities | Moderate | Changes in lab schedules, resources |
| TIESA (External Company) | External IT service provider | High | Changes in IT infrastructure, services |
| NOVASoftware (Internal Company) | Internal software development team | High | Changes in software applications |
| Cleaning Company | External cleaning service provider | Moderate | Changes in cleaning schedules, services |
| Campus Transportation Company | External transportation service provider | Moderate | Changes in transportation schedules, services |
| Faculty Cafeteria Company | External catering service provider | Moderate | Changes in cafeteria schedules, services |
| Library | Faculty libraries | Moderate | Changes in library hours, resources |
| Student Affairs Secretariats | Administrative support for students | Moderate | Changes in administrative processes |
| Reception/Concierge Services | Front desk and support services | Low | Changes in reception services |
| Campus Security Company | External security service provider | Critical | Changes in security measures, services |
| Independent Auditoriums | Separate auditoriums within the university | Moderate | Changes in events, scheduling |

## **Power/Interest Classification**

The HorarIA project is assessing each stakeholder’s position, as well as their impact on the project and/or how they are impacted by the project. One purpose of this activity is to help identify and categorize groups so that appropriate attention can be given to each group according to the level of engagement needed. To help in this process, the project will use the Power/Interest Matrix to categorize each stakeholder group. The Power/Interest Matrix analyzes stakeholder groups in a visual manner to further establish stakeholders’ level of interest or concern and their ability to influence the project outcomes.

An important outcome of the stakeholder identification and analysis work, including the Power/Interest Matrix, is to identify the most influential and most impacted stakeholder groups so that a focused stakeholder management strategy and plan can be developed and executed.

Provided below is a Power/Interest Matrix with stakeholders of this project and their classification.

| **Stakeholder** | **Power** | **Interest** | **Classification** |
| --- | --- | --- | --- |
| Directors of each faculty department | High | High | Manage Closely |
| Central academic service of lecture halls | Moderate | Moderate | Keep Informed |
| Directors of different faculties | High | High | Manage Closely |
| Heads of studies in different faculties | Moderate | Moderate | Keep Informed |
| University's executive team | High | High | Manage Closely |
| Coordinators of subjects in different faculties | Moderate | Moderate | Keep Informed |
| Deanship | High | High | Manage Closely |
| University Rectorate | High | High | Manage Closely |
| Faculty Professors | Moderate | Moderate | Keep Informed |
| Students | Low | High | Keep Satisfied |
| Unions | High | Moderate | Manage Closely |
| Laboratory Technicians | Low | Moderate | Monitor |
| TIESA (External Company) | High | High | Manage Closely |
| NOVASoftware (Internal Company) | High | High | Manage Closely |
| Cleaning Company | Low | Low | Monitor |
| Campus Transportation Company | Low | Low | Monitor |
| Faculty Cafeteria Company | Low | Low | Monitor |
| Library | Moderate | Moderate | Keep Informed |
| Student Affairs Secretariats | Moderate | Moderate | Keep Informed |
| Reception/Concierge Services | Low | Low | Monitor |
| Campus Security Company | Moderate | High | Manage Closely |
| Independent Auditoriums | Low | Low | Monitor |

Also, the same table is presented graphically by quadrants to make it easier to classify stakeholders.

| **Keep Satisfied:**   1. Students | **Manage Closely:**   1. Directors of each faculty department 2. Directors of different faculties 3. University's executive team 4. Deanship 5. University Rectorate 6. TIESA (External Company) 7. NOVASoftware (Internal Company) 8. Unions 9. Campus Security Company |
| --- | --- |
| **Monitor:**   1. Laboratory Technicians 2. Cleaning Company 3. Campus Transportation Company 4. Faculty Cafeteria Company 5. Independent Auditoriums 6. Reception/Concierge Services | **Keep Informed:**   1. Central academic service of lecture halls 2. Heads of studies in different faculties 3. Coordinators of subjects in different faculties 4. Faculty Professors 5. Library 6. Student Affairs Secretariats |

## **Stakeholder Interviews**

To confirm the Stakeholder Identification and Analysis process is accurate and complete, the project team, led by the Project Manager, will help facilitate a series of reviews with the Stakeholders. In addition, optional qualitative interviews may be performed for the Stakeholders identified as most influential or most impacted by the project to validate that their issues and concerns have been captured accurately.

# **Purpose Plan Stakeholder Management**

Plan Stakeholder Management is the process of developing appropriate management strategies to effectively engage stakeholders throughout the lifecycle of the project, based on the analysis of their needs, interests and potential impact on project success. The key benefit of this process is that it provides a clear, actionable plan to interact with project stakeholders to support the project’s interests.

Based upon the information gathered in the Stakeholder Analysis Register and Communication Plan, the Project Manager will be responsible for engaging stakeholders throughout the lifecycle of the project. The level of engagement required for each stakeholder may vary over the course of the project. For example, during the beginning stages of the project, it might be necessary for the Project Manager to engage key stakeholders to be highly engaged. Highly engaged key stakeholders in the early stages of the project are pivotal for project kickoff, achieving staff buy-in and clearing obstacles. As the project progresses, the level of engagement will shift from key stakeholders to the broader project team and end-users.

## **Stakeholder Engagement**

To ensure the correct level of engagement is being achieved by each stakeholder, the Project Manager will analyze current levels of engagement by using the Stakeholders Engagement Assessment Matrix. Each stakeholder group shall be assessed in terms of their current (C) and desired (D) level of engagement.

| **Stakeholder** | **Unaware** | **Resistant** | **Neutral** | **Supportive** | **Leading** |
| --- | --- | --- | --- | --- | --- |
| Directors of each faculty department | C |  |  | D |  |
| Central academic service of lecture halls | C |  | D |  |  |
| Directors of different faculties | C |  |  | D |  |
| Heads of studies in different faculties | C |  |  | D |  |
| University's executive team | C |  |  | D |  |
| Coordinators of subjects in different faculties | C |  | D |  |  |
| Deanship | C |  |  | D |  |
| University Rectorate | C |  |  | D |  |
| Faculty Professors | C |  | D |  |  |
| Students | C | D |  |  |  |
| Unions | C |  | D |  |  |
| Laboratory Technicians | C |  | D |  |  |
| TIESA (External Company) | C |  |  | D |  |
| NOVASoftware (Internal Company) | C |  |  |  | D |
| Cleaning Company | C | D |  |  |  |
| Campus Transportation Company | C | D |  |  |  |
| Faculty Cafeteria Company | C | D |  |  |  |
| Library | C |  | D |  |  |
| Student Affairs Secretariats | C |  | D |  |  |
| Reception/Concierge Services | C | D |  |  |  |
| Campus Security Company | C |  | D |  |  |
| Independent Auditoriums | C | D |  |  |  |

# **Manage Stakeholder Engagement**

Stakeholder Engagement Management is the process of communicating and working with stakeholders to meet their needs and expectations, and to address issues as they occur. That is the process to systematically foster appropriate stakeholder engagement in project activities throughout the life of the project. The key benefit of this process is that it allows the Project Manager to increase support and minimize resistance from stakeholders, significantly increasing the chances to achieve project success.

To effectively manage stakeholder engagement, the HorarIA Project will utilize the Communication Plan and strategies identified above to communicate project related information to key stakeholders in a proactive and timely manner. Leveraging the information provided in the Communication Plan (stakeholders, communication items, purpose, method of communication, and frequency), the project will have the ability to increase support and minimize stakeholder resistance throughout the life of the project. Managing it helps to increase the probability of project success by ensuring that stakeholders clearly understand the project goals, objectives, benefits, and risks.

With this analysis, the project team will also be actively listening and soliciting input and feedback to make sure communications are being received and understood, and also to capture important information to help make adjustments and to respond to problem areas.

# **Monitor Stakeholder Engagement**

Monitor Stakeholder Engagement is the process of monitoring overall project stakeholder relationships and adjusting strategies and plans for engaging stakeholders. Monitor Stakeholder Engagement involves collecting data, assessing the level of engagement and using insights from the data collection to adjust strategies and tactics for engaging effectively with stakeholders.

The HorarIA Project will have mechanisms to receive ongoing direct feedback from key stakeholders. Individual stakeholders will be encouraged to participate and to voice questions and concerns, with the most serious issues and concerns that are raised addressed in a formal, rigorous process through the Issues and Risk logs.

The project will solicit broad participation in the collection and validation of requirements, which will uncover issues and concerns early on so they can be addressed.

Stakeholders are critical to the project’s success. The project team has planned for and will work to involve, engage and listen to all key stakeholders throughout the project lifecycle.

## **Stakeholder Plan Updates**

The stakeholders identified and their information documented in the Stakeholder Analysis Register will be reviewed to ensure the plan is meeting project expectations and to make modifications if required.

**Version 1.0**

**Approved by:**

Project Sponsor

**Prepared by:**

Project Manager