**Communication Management Plan**

**FOR**

**APWA Self-Assessment**

**Date**

**4-2-15**

# Introduction

This communications management plan sets the communications framework for the APWA Self-Assessment project. It will serve as a guide for communications throughout the life of the project and will be updated if and when communication needs change. This plan identifies and defines the roles of persons involved in project communications. It also includes a directory of personnel and stakeholders (Appendix A), a Communications Matrix which maps the communication requirements of this project (Appendix B) and an in-depth guide for conducting meetings (Appendix C) which details communications rules and how meetings will be conducted.

This project communications management plan is comprised of three elements: plan communications management; manage communications and control communications. Inputs to the communication management plan include Project Management Plan, Stakeholder Register, Enterprise environmental factors, and Organizational process assets. The tools and techniques utilized are described herein, and the outputs are Communication Management Plan, and Project Document Updates.

# Roles and Responsibilities

**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.

**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.

**Key Stakeholders**

Normally Stakeholders includes all individuals and organizations that 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 is reviews technical specifications and authorizes changes within the organizations infrastructure. Technical design documents, user impact analysis and implementation strategies are typical of the types of communication this group requires.

**Project Team**

The Project Team is comprised 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 effected 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.

# Plan Communications Management

The plan communications management process will develop the approach and plan for project communications based on stakeholder information needs and requirements, and using available assets of the organization. Key to this planning process is documenting an approach that results in the highest possible number of stakeholders receiving the most effective, efficient communications possible.

The communications management plan answers questions such as:

* Who needs what information?
* When do they need the information?
* Where will information be stored?
* In what format(s) will information be stored?
* How will information be retrieved?
* How will the project team deal with differences in language, time zone, and culture when performing communications?

Inputs to the plan communications management are Project Management Plan, Stakeholder register, Enterprise environmental factors, and Organizational process assets.

The tools and techniques utilized to plan communications management include Communication requirements analysis, Communication technology, Communication models, Communication methods, and Meetings. The PM must take an active role in ensuring effective communications occur on the project.

Communications requirements may be documented in a communications matrix (example follows in Appendix **B**).

The choice of technology with which to communicate is highly important. For the APWA Self-Assessment project, the communications technologies will be email, web conferencing, City’s Network storage and SharePoint. The model will take into account standard communications model of SharePoint servers, Company Servers and will overcome its limitations by monitoring communication process and identifying gaps in communication.

Available communications methods considered for the APWA Self-Assessment project include Interactive communication and Push communication, and the chosen methods are meetings, phone calls, video conferencing, emails, and reports

The output of plan communications management process is the communications management plan. Other project documents receiving updates include the project schedule and stakeholder register.

# Manage Communications

In addition to the communications management plan, the inputs to the manage communications process include Work performance reports, Enterprise environmental factors, and Organizational process assets. Project communication activities must occur within the limitations imposed by the approved budget, schedule, and resource allocations. The project manager is responsible for ensuring that communication activities are performed by the project team and without using other resources which could cause a budget over-run. Communication activities will occur in accordance with the frequencies detailed in the Communication Matrix in order to ensure the project adheres to schedule constraints.

The tools and techniques to be employed to manage communications include Communication technology, communication methods, and performance reporting. Standardized formats and templates existing in the organization may be used for communications related to the APWA Self-Assessment project. Where necessary, additional formats and templates may need to be developed...

Organizational process assets such as the information management policy will be used to govern such things as the distribution of confidential information. The PM is responsible for ensuring that proper protocols are followed.

The outputs of the manage communication process include Project Communications, Project management plan update, Project Document update, and Organizational process assets update.

# Control Communications

The inputs to the control communications process include Project Management Plan, Project Communications, Issue log, work performance data, and Organizational process assets. These will ensure that key issues such as performance indicators, issues, schedule, cost and scope performance are identified and included in project communications.

The tools and techniques applied to the control communications process include Information Management systems, Expert judgement, and meetings.

The outputs of the control communications process include Work performance information, Change requests, Project management plan, Project Document updates, and Organizational process asset updates and will ensure that project communication is controlled, documented, and performed.

Sponsor Acceptance

Approved by the Project Sponsor:

Date:

Pat Thomas

Public Works Director

# Appendix A - 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** | **Organization/ Department** | **Email** | **Phone** |
| **Project Sponsor** | Pat Thomas | Director | Public Works | Pat.thomas@carlsbadca.gov | (555) 555-1212 |
| **Program Manager** | Craddock Stropes | Senior Management Analyst | Public Works | Craddock.stropes@carlsbadca.gov | (555) 555-1313 |
| **Project Team** | Bonnie Elliott | Senior Management Analyst | Parks & Rec | Bonnie.elliott@carlsbadca.gov | (555) 555-1414 |
| **Project Stakeholders** | See Stakeholder Register | See Stakeholder Register | See Stakeholder Register | See Stakeholder Register | See Stakeholder Register |
| **Project Team** | Greg MacLellan | Business Systems | Public Works | Greg.maclellan@carlsbadca.gov | (615) 555-8121 |
| **Project Team** | Jennifer Marinov | Management Analyst | Parks & Rec | Jennifer.marinov@carlsbadca.gov |  |
| **Steering Committee** | Gary Barberio | Asst. City Manager | Leadership | Gary.barberio@carlsbadca.gov |  |
| **Steering Committee** | Ron Kemp | City Attorney | Attorney’s office | Ron.kemp@carlsbadca.gov |  |
| **Steering Committee** | Ed Garbo | Risk Manager | Risk Management | Ed.Garbo@carlsbadca.gov |  |
| **Project Team** | Christie Marcella | Management Analyst | CED | Christie.marcella@carlsbadca.gov |  |
|  |  |  |  |  |  |

# Appendix B - Communications Matrix

The following table identifies the communications requirements for this project.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **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. | * Face to Face | Once | * Project Sponsor * Project Team * Stakeholders | Project Manager | * Agenda * Meeting Minutes | * Soft copy archived on project SharePoint site and project web site |
| Project Team Meetings | Review status of the project with the team. | * Face to Face * Conference Call | Weekly | * Project Team | Project Manager | * Agenda * Meeting Minutes * Project schedule | * Soft copy archived on project SharePoint site and project web site |
| Technical Design Meetings | Discuss and develop technical design solutions for the project. | * Face to Face | As Needed | * Project Technical Staff | Technical Lead | * Agenda * Meeting Minutes | * Soft copy archived on project SharePoint site and project web site |
| Monthly Project Status Meetings | Report on the status of the project to management. | * Face to Face * Conference Call | Monthly | * PMO | Project Manager | * Slide updates * Project schedule | * Soft copy archived on project SharePoint site and project web site |
| Project Status Reports | Report the status of the project including activities, progress, costs and issues. | * Email | Monthly | * Project Sponsor * Project Team * Stakeholders * PMO | Project Manager | * Project Status Report * Project schedule | * Soft copy archived on project SharePoint site and project web site |

# Appendix C - 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 Chair Person**

The Chair Person is responsible for distributing the meeting agenda, facilitating the meeting and distributing the meeting minutes. The Chair Person 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 Chair Person at the end of the meeting as the Chair Person 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.