

DEPARTMENT OF
**TECHNOLOGY
SERVICES**

Consolidation Communication Management Plan:
An Evolution of Excellence

March 11, 2005

Communication Management Plan Revision History

Revision	Date of Release	Purpose
Version 1	1/5/2005	Initial Plan
Version 2	1/14/2005	Draft Plan
Version 3	3/11/2005	Incorporate edits and comments.

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Introduction

Overview

This document is the Communication Management Plan for Data Center Consolidation Project (Consolidation Project or project) and will be executed by the Consolidation Management Office (CMO). The Consolidation Project establishes the Department of Technology Services (DTS), under the jurisdiction of the State and Consumer Services Agency (SCS), and covers the integration of the Health and Human Services Agency Data Center (HHSDC), Stephen P. Teale Data Center (Teale) and the Department of General Services' (DGS) Office of Network Services (ONS). The CMO will lead and manage the Consolidation Project throughout its duration. The CMO will provide the focused leadership for the transformation activities and independent, objective project management.

The overarching goal of this document is to promote the understanding of, and support for, the Consolidation Project. Consequently this plan is meant to be flexible, adaptable and scalable to ensure it meets the needs of the project as it evolves. This plan will compliment and coordinate with the broader communication plan being developed by the State Chief Information Officer (CIO). Additionally, this document will become the foundation of the communications process for the new Department of Technology Services.

Purpose

The purpose of any communication management effort is to identify methods of exchanging information both within the project and to stakeholders, users and interested parties outside of the project. The goals of managing communication include:

- ❖ To inform stakeholders:
 - ◆ Provide stakeholders with timely, factual and appropriate information about the strategy for consolidation.
 - ◆ Communicate with stakeholders in ways that directly respond to their information needs.
 - ◆ Formalize a process to provide project information, strategy, and status updates to interested and affected parties, as the project evolves.
 - ◆ Document achievements as well as barriers.
 - ◆ Increase acceptance of the project through open, honest communication regarding the status of the project.
- ❖ To enlist the participation of stakeholders:
 - ◆ Clearly communicate the benefits and challenges that this project will present and the stakeholders' roles in making it successful.
 - ◆ Acknowledge the importance of stakeholders' involvement in and contribution to a successful implementation.

- ◆ Strengthen project partnerships.
- ❖ To prevent misdirected communication and to curb rumors:
 - ◆ Clarify the roles and responsibilities of various project partners in decision-making, project activities, and communication.
 - ◆ Manage stakeholders' perceptions and expectations of the project requirements and outcomes.
 - ◆ Reduce fear, uncertainty, and rumors through comprehensive, timely and accurate communication.
- ❖ To obtain feedback from stakeholders:
 - ◆ Develop a mechanism through which the internal and external stakeholders can provide feedback, communicate concerns and discuss issues relating to the system development and implementation.
 - ◆ Encourage two-way communication.
 - ◆ Evaluate, direct and escalate issues to appropriate arenas for resolution.

The following factors are critical to the success of project communication:

■ Awareness

Communication about the project must occur. If stakeholders are not informed of project objectives, constraints, and outcomes, they will not be prepared for the changes, nor will they understand or support the changes they observe and experience.

■ Content

Communication must be relevant, meaningful and at an appropriate level of detail for the target audience. The message should convey realistic expectations by dealing openly with the impact of change. Communication strategies should also be based on stakeholders' needs and feedback.

■ Timeliness

Information must be shared in a timely manner to allow stakeholders opportunities to process project-related information and to react.

To accomplish this goal, it is imperative that a recognized 'single source' of official information be established. Too often, the process of seeking approval for message content will lead to unacceptable delays in communication, which will undermine the creditability of the project. While this is a serious issue in any project, the consolidation is a particular risk for this if every communication must be approved by each of the organizations involved.

- Communication Flow
In order to curb misinformation and rumors, official project communication will flow through formal communication channels as described in this plan.
- Format and Media
All communication must be developed and delivered in a format that is efficient, understandable, and easily accessible. As much as possible, existing communication vehicles should be used.

Scope

The Communication Management Plan focuses on formal communication elements within the control of the CMO/DTS implementation team. The State CIO is developing a plan that will address the communication opportunities with the legislative branch, control agencies, agency secretaries, agency information officers (AIO) and other interested parties; therefore, this plan is focused on the employees, customers and vendors of the DGS ONS, Teale Data Center and HHSDC. Due to the nature of the organization of this undertaking, there will be some overlap in communication between the groups. Optimally, these two communication plans will be synchronized to eliminate redundant communication activities and ensure complete coverage for communicating to all interested parties.

Other communication channels exist on informal levels and enhance those discussed within this plan. This plan is not intended to limit, but to enhance communication practices. Open, ongoing communication between stakeholders is critical to the success of the project.

Project Organization

The project organization centers around the CMO and the newly formed DTS. The CMO organization structure is illustrated below in Figure 1.

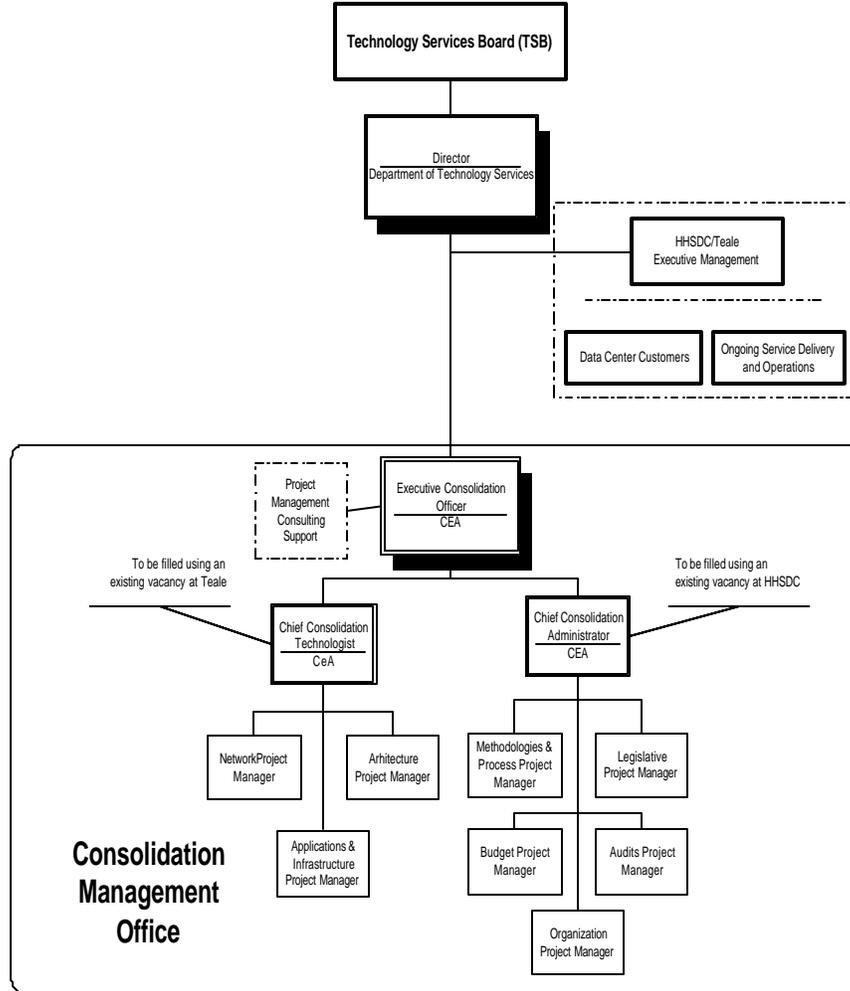


Figure 1 - CMO Structure

At this point in time, personnel have not been named to many of the positions identified in the organization chart above. This plan will be updated to reflect the individuals in specific positions as they are appointed or assigned.

Stakeholders

Stakeholders may be internal, that is, employees of the data centers or DGS ONS (including members of the CMO), or they may be external, such as customers, vendors and others not employed by these groups. Additionally, communication with unions, labor relations and human resources groups also need to be considered.

This plan is focused on the employees, customers and vendors of the DGS ONS, Teale Data Center and HHSDC. These disparate groups have differing needs with respect to communication. For example, customers may be more concerned with the maintenance of on-going service levels and how changes may impact the rates, while employees may be more concerned about job security and how consolidation may change their daily activities. This plan recognizes these differing needs and provides the flexibility to address them.

The plan recognizes that most employees will not be directly involved in consolidation activities, but will remain focused on service delivery. Even though these stakeholders may or may not have any direct responsibility for project tasks, their participation and support is essential to project success. This is particularly relevant since the employees providing service delivery will have the most interaction with DTS' customers and vendors.

Communication Audiences

Communication Audiences are groups of individuals that will be communicated with during the consolidation effort. Specific individuals may be in more than one group. Table 1 below identifies the audiences included in this plan.

Communication Audiences	Members
Executive Sponsors	State Chief Information Officer (CIO) Secretary - Business, Transportation and Housing Agency (BTH) Secretary - Health and Human Services Agency (HHS) Secretary - State and Consumer Services Agency (SCS)
DTS Executives	DTS - Director, Chief Deputy Director, Division Deputies
Technology Services Board	The permanent "board of directors" overseeing the DTS. Members as yet unnamed.
Data Center Consolidation Steering Committee	Director - Stephen P. Teale Data Center Director - Health and Human Services Agency Data Center State CIO Agency Information Officer - BTH Agency Information Officer - HHS Agency Information Officer - SCS

<i>Technology Advisory Peer Group</i>	Private sector leaders who have been involved in large-scale technology and data center mergers.
<i>Employees</i>	The employees of DTS consisting of those now in the Teale Data Center, HHSDC, and DGS ONS.
<i>Customers</i>	The customers of DTS consisting of those now doing business with the Teale Data Center, HHSDC, and DGS ONS.
<i>Vendors</i>	The vendors of DTS consisting of those now doing business with the Teale Data Center, HHSDC, and DGS ONS.
<i>Public</i>	This highly visible initiative provides an opportunity for the public to be involved.

Table 1 - Communication Audiences

In order to execute this plan, the members of each Communication Audience must ultimately be identified (i.e., specific individuals) noting their preferred methods of communication (e.g., email, phone, fax).

Communication Methods

The communication methods include various communication mechanisms facilitated by a variety of communication vehicles. A communication vehicle is the technology or tool used to disseminate the communication, such as E-Mail or a web site. The communication mechanism refers to the format of a communication, such as a report or meeting.

As stated in the introduction, the goal of the communication management plan is to promote the understanding of, and support for, the project. To meet this goal, it is necessary to develop communication methods that are timely, relevant and appropriate to the various stakeholders (Communication Vehicle), and convey the required information (Message Purpose). Equally important is selecting the way in which the information is delivered (Communication Mechanism).

Communication Mechanisms

The communication mechanisms are the various formats that project communications may take. The communication mechanisms identified for the project are described in Table 2 below.

Communication Mechanism	Description
Status Reports	The CMO will complete status reports on a monthly basis. The status reports must contain, at a minimum, descriptions of the following: <ul style="list-style-type: none"> • Accomplishments for the period • Plans for the next period • Milestone tracking • Issue, change and risk summary • Schedule tracking
Status Meetings	The CMO will conduct status meetings each month to present the status report to Project Sponsors and the Steering Committee / Technology Services Board.
Workshops	Workshops are an effective approach to share and obtain information from a group of people. Workshops for the Consolidation Project are provided on an "as needed basis."
Media and Public Record Requests	All media requests and public records requests are to be referred to the DTS' Public Information Officer.
Letters	Letters are used to communicate to all audiences.
Electronic Mail (E-mail)	A mail client program enabling the user to interact with a server in order to access, read and send electronic mail regarding project communications.

Communication Mechanism	Description
Frequently Asked Questions (FAQs)	Written answers to common questions and concerns.
Project Deliverables	The CMO will produce a variety of documents defining the project's scope, roles and responsibilities, capacity plans, system test plans, evaluation plans and so forth. The CMO will publish a project schedule of the high-level project phases and milestones.
General Updates	General updates regarding the project status and other information will be distributed as necessary.
Issues	The project will use an issue tracking and management process. Issues and their resolution will be communicated as appropriate.
Reports (general)	The project may publish reports that address specific project issues or activities.
Web Site	The project will develop dedicated web site to share information with various audiences.
Newsletter	A brief publication containing a collection of articles and providing ongoing communication with project audiences.

Table 2 - Communication Mechanisms

Communication Vehicles

The communication vehicles are the means or channels for delivering messages to the target audiences. Not all vehicles are appropriate for all audiences, and depending upon the length or format of the message, some vehicles are not effective or viable. The communication vehicles identified for the project are described in Table 3 below.

Communication Vehicles	Description
E-mail	E-mail will be used as a means for informal, ad hoc communication. Appropriate uses of e-mail include scheduling meetings, forwarding documents or other information, and general questions and answers. E-mail group lists are used for distribution of such communications. Separate lists will be set up for the each unique group of internal and external stakeholders.
Project Library	A shared network drive will be available which stores the Consolidation Project electronic library. This library contains various communications, current and historical documents and deliverables. Project participants will be assigned viewing/editing rights as required based on job duties. A hard copy of each document is also saved.

Communication Vehicles	Description
Meetings	Meetings are an important vehicle for the CMO to communicate to and receive feedback from stakeholders and team members. Meetings may be conducted in person or via conference calls.
All-staff meetings	All-staff meetings (staff from DGS ONS and both data centers) provide an opportunity to promote camaraderie and allow staff to receive a consistent message.
Presentations	The CMO will identify opportunities, and respond to requests, to make formal and informal presentations at internal/external meetings.
Web Site	Web sites are intended to share project information with the team, stakeholders and users. Pages on the site may include the project scope, charter, status, schedule, etc.
Training Workshops	Training Workshops are an effective approach to share and obtain information from a group of people. Workshops are provided on an "as needed basis".
Conferences and trade shows	Exposure to entities at venues such as CCISDA, GTC, etc. provide opportunities to highlight the advantages of consolidation to a wider audience.

Table 3 – Communication Vehicles

Message Purposes

The type of communication message, in both form and purpose, conveyed to stakeholders varies greatly. Some stakeholders only need to be periodically informed of key milestones, findings and decisions that may indirectly impact their relationship to the project. Other stakeholders require very detailed and frequent communication, as their organizations or job functions may be directly affected by project implementation. To address these varied requirements, the purposes of project communication messages are classified in Table 4 below.

Message Purpose	Description
Awareness (A)	A communication delivered with this purpose is intended to provide for enhanced and expanded awareness of the Consolidation Project and its benefits.
Education (E)	A communication made for this purpose is intended to improve the audience's awareness and understanding of key concepts, issues and deliverables related to the project.
Project Planning (P)	These communications are designed to facilitate project planning by providing valuable information as it relates to planning the Consolidation Project.

Message Purpose	Description
Status (S)	These communications are designed to keep the stakeholders apprised of timelines, deliverables, findings, issues and upcoming milestones for the project.
Feedback (F)	Certain communications enable the CMO to obtain feedback about the Consolidation Project and solicit input from various stakeholders.

Table 4 - Message Purposes

Communication Maintenance

The Communication Management Plan is an important element of the Consolidation Project Plan documents. The communication plan is designed to be dynamic and requires rigorous maintenance to keep it updated.

Communication Tracking and Storage

Written communications received or generated are retained and stored in the project's library and/or document management tool, depending on the format in which they were received. Project e-mail that documents decisions or has pertinent value to the project are stored in the project's library and/or document management tool and retained for historical purposes.

Communication Format

Formal communication and project documentation generated by the project shall conform to the standards described in the CMO's Format and Style Guide.

Communication Effectiveness

Periodically the project will confirm the effectiveness of the communications with the sponsors, directors, and other stakeholders. Surveys or meetings will be conducted in a timely manner to ensure the communication methods present the project's message clearly, and in a method that is easily received and understood.

Communication Changes

Changes to the communication plan may be proposed by any recipient or communication creator. The project manager must approve the change for it to be implemented.

Changes to communication plan are handled through a document change control process and must be approved and then disseminated with an explanation of the change. Appropriate revision and version markings are included with the updated version.

Marketing Communication

For the purposes of this document the phrase 'Marketing Communications' refers to promotional-type activities designed to promote awareness and support for the consolidation effort. Due to the need to maintain a consistent message in all communications and the sensitive nature of the consolidation project, all marketing communication activities should be considered a subordinate subset of the overall communications plan. As such, these activities should be coordinated through the CMO.

Communication Matrix

The communication matrix presented on the following page provides an overview of the various elements of the communication management plan.

COMMUNICATIONS MATRIX															
Revision 1 - 3/11/2005															
		COMMUNICATION AUDIENCES													
		MESSAGE PURPOSE					Executive Sponsors	DTS Executives	Technology Services Board	Data Center Consolidation Steering Committee	Technology Advisory Peer Group	Employees	Customers	Vendors	Public
		A	E	P	S	F									
FREQUENCIES	COMMUNICATION MECHANISMS	A	E	P	S	F									
Continuous	E-mail	X	X	X	X	X	◆	◆	◆	◆	◆	◆	◆	◆	
	Web Site	X	X		X	X					◆	◆	◆	◆	
	FAQs	X	X	X	X	X	◆	◆	◆	◆	◆	◆	◆	◆	
Bi-Weekly	Issues				X		◆	◆	◆	◆	◆				
Monthly	Status Reports			X	X		◆	◆	◆	◆					
	Status Meetings			X	X	X	◆	◆	◆	◆					
	Newsletter	X	X	X	X	X					◆	◆	◆	◆	
Quarterly	Staff Meetings	X	X		X	X					◆				
	General Updates	X	X		X	X					◆	◆	◆	◆	
Event-Driven	Workshops	X	X		X	X					◆	◆			
	Project Deliverables	X	X		X	X	◆	◆	◆		◆				
	Reports (General)	X	X		X	X	◆	◆	◆	◆	◆	◆	◆	◆	
	Letters	X	X		X	X	◆	◆	◆	◆	◆	◆	◆	◆	
	Media and Public Record Requests	X	X			X								◆	
<p>A Awareness E Education P Project Planning S Status F Feedback</p>															