MSS Modernization Project Communication Plan

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0.1	April 7, 2023	Jeff Corn	Initial Draft Document

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1. Introduction

Proactive communication is important on all projects. The Unisys Team and Nebraska State Portal (NSP) must make sure that all Message Switching System (MSS) Modernization Project Stakeholders have the information they need to complete a successful project. Communication is a vital way to manage expectations for the project and avoid potential misalignment of scoped requirements, leading to missed deadlines. For smaller projects, communication is fairly simple and does not require much proactive effort. However, communication gets much more complex as a project's depth and scope increase. Larger projects require a structured, systematic Communication Plan. This plan will allow the Project Managers to think through the process of communicating with the various groups of constituents most efficiently and effectively. Effective communication means that the MSS Modernization Project team members provide information in the right message, at the right time, to the right people.

The Communication Plan provides guidelines and channels of communication for a project. A well-formulated and well-executed Communication Plan is crucial to maintain enthusiasm and momentum for the project's overall success. The benefit of a well-developed Communication Plan is that all MSS Modernization Project Stakeholders will receive information that is relevant to them. The Communication Plan should address all formal communication such as status meetings and status reports as well as more informal communication such as e-mail.

The Communication Plan will address who oversees project communication. The designated person is identified by function (NSP Project Manager, Unisys Team Project Manager, Unisys Team Functional Lead, etc...) rather than by name. Once completed, the Communication Plan is shared with all MSS Modernization Project Stakeholders and integrated into the formal project plan. The Communication Plan should contain the following sections, which are described in detail below:

- Communication Strategy
- Communication Channels
- Roles and Responsibilities.

1.1 Communication Strategy (Identify, Develop and Deliver)

The Communication Strategy describes strategies for communicating with the MSS Modernization Project Stakeholders. The Communication Strategy will help the MSS Modernization Project Team determine the target audience for the project communication. This audience is diverse, and attention must be paid to address this diversity; each group of Stakeholders may have a different set of information that is relevant to them. The Communication Strategy will identify each distinct group of

stakeholders and determine how the message will be developed and delivered to the targeted audience.

- **Identify –** For each issue to be communicated, the Stakeholders must first identify the target stakeholders. The impact of a project on the stakeholders must be clearly understood. Many of the stakeholder groups will be easily identified, and others can be identified in interviews, at project meetings, and by talking to subject matter experts at the agency. The Project Managers should not assume a certain level of prior knowledge of a project. Each stakeholder group's prior knowledge of the project and their prior knowledge of the agency's processes must be determined; this ensures that stakeholders will be able to understand the message when it is delivered.

- **Develop –** After an issue is matched to a stakeholder group, the appropriate message must be developed. The message's intended objectives must be considered, along with the means by which the objectives will be reached. The message must be communicated in terms the stakeholders can understand, which goes back to knowing the audience. Knowing the level of impact on a stakeholder group makes it easier to develop an effective message.

- **Deliver –** When the message is finalized, the most effective communication channel for that stakeholder group must be determined. Delivery strategies must take the differences between reaching internal and external stakeholders into account. The best "messenger" for a particular stakeholder group must also be determined. This decision will be made by the Project Managers and relayed to the Project Team members as appropriate. Often, an executive manager of an agency may be the best person to deliver the message, though he or she may not be the developer of the communication material. A communications network must be established to allow a two-way flow of information from the MSS Project Managers to the Stakeholders and vice versa. These feedback channels are essential to measuring a communication plan's success.

The full MSS Project Team, State and Unisys, should answer each stakeholder's questions about the project's goals and objectives. For example, MSS Executive Stakeholders will require high-level information, and NCJIS Stakeholders will be interested in the specifics of how the project will affect their day-to-day job activities. The project's timing and its importance to their agency should also be explained. Many forms of communication such as overviews and status reports will be of interest to all stakeholder groups.

1.2 Communication Channels

Project communication can take many shapes and forms. In this step, the full MSS Project Team, State and Unisys, will consider how to fulfill the communication needs for each stakeholder group. When possible, the project team will look for types of communication that can cover more than one stakeholder's needs. Also, some communication will be "pulled" by the target audience, and other

communication will be "pushed" through e-mail or at a formal meeting. The recommended communications tools for a project are described as follows:

- **Project Portal (Unisys SharePoint Site) –** The Project Portal will house all project management and deliverable documentation to allow easy access for all project team members. [Note – The NSP communication channels with associated stakeholders will be determined at project initiation.]

- **Formal Project Meetings and Minutes –** Projects will require regular meetings with various business and technical teams. Minutes from these meetings will be taken and posted on the Project Portal.

- **Targeted Presentations for Stakeholder Groups**

- **PowerPoint Presentations, Pamphlets, or Brochures**

- **Updates by the NSP Project Manager and the Unisys Project Manager at Executive Meetings.**

1.2.1   Project Portal (SharePoint)

Establishing a Project Portal will provide the full MSS Project Team, both State and Unisys, with a location to store project artifacts and a way to keep any interested parties updated. The SharePoint Portal can be set up to have a public area used for publishing completed documents that can be shared with anyone and private areas that can be used as shared workspace. Team members can use this shared workspace to collaborate on documents before completing them. The Project Portal can be used to publish:

- Presentations
- Project Deliverables
- Status Reports
- Training Schedules
- Contact Lists

- Project Calendars
- Meeting Schedules
- Meeting Minutes
- Project Updates
- FAQs (frequently asked questions) about the project

The Project Portal will have contact lists with email addresses for internal and external use where necessary. The project e-mail accounts will make it easy for stakeholders to submit comments, suggestions, and questions on the project members or groups like the PMO. Project Team members must be trained on the operation of the Project Portal so that they know how to add and update

content. Also, each team member should know his or her responsibility for maintaining the portal's content during a project. For example, team leaders who hold important design meetings must post the minutes of their meetings.

1.2.2   Formal Project Meetings and Minutes

Each project will require formal project meetings that bring stakeholders together to develop consensus and make business decisions. To set the future direction of a project, these meetings often define system and business process requirements. Unfortunately, because of time and scheduling constraints, not all project stakeholders can attend every crucial meeting. So that absent stakeholders can review and understand important decisions that are made, it is important to capture the minutes of these meetings and document the rationale for the decisions. The minutes of important meetings will be e-mailed to vital stakeholders and posted on the Project Portal in a timely manner.

1.3 Roles and Responsibilities

The Roles and Responsibilities section of the Communication Plan assigns specific Project Team members to each message. Each type of communication has a different audience, and a different project member may need to create it.

The Communication Plan contains a Communication Responsibility Matrix for implementing the Communication Strategy during a project.

Table 1.3-1 provides the NCJIS Project Communication Responsibility Matrix.

Table 1.3-1. Communication Responsibility Matrix.

What	Developer / Delivery	Target	Purpose	When / Frequency	Channel / Method
Distribute Project Plan	Unisys Project Manager	Selected Stakeholders	Distribute the plan to alert stakeholders to the project's scope and to develop buy-in.	As needed	Distribution in hardcopy and electronically on the Project Portal
Hold Project Kickoff Meeting	NSP Project Manager / Unisys Project Manager	Selected Stakeholders	Communicate plans and stakeholders' roles and responsibilities.	At or near the project's start date	Meeting
Distribute Status Reports	Unisys Project Manager	NSP Project Manager NSP Project Team	Update stakeholders on the project's progress.	Weekly	Distribution by e-mail and on the Project Portal

What	Developer / Delivery	Target	Purpose	When / Frequency	Channel / Method
Distribute Monthly Steering Meeting Reports	NSP Project Manager / Unisys Project Manager	NSP Executive Members / Stakeholders	Update stakeholders on the project's progress.	Monthly	Distribution by email and on the Project Portal
Hold Functional Team Meetings	Project Team Leads (Unisys)	Functional Project Team	Review detailed plans.	Regularly scheduled	Meeting
Hold Status Meetings	Unisys Project Manager	Project Team Infrastructure Team	Review status and plans.	As Needed	Meeting
Distribute Meeting Minutes	Meeting Leader	Project Team	Communicate important decisions reached at the meeting.	After meeting is complete	Distribution by Project Portal
Submission of Project Deliverables	Unisys Project Manager	NSP		Submission of Project Deliverables	Unisys Project Manager

1.3.1   Stakeholder Roles and Responsibilities

Table 1.3-2 lists the project stakeholders and their associated roles and responsibilities.

Table 1.3-2. Stakeholders Roles and Responsibilities.

Stakeholder Name	Role	Responsibility
<Name> <Phone> <Email>	NSP Executive Sponsor	• Approves the project from the business perspective • Provides signoff on review gate deliverables • Approves the project budget • Authorizes payment of invoices • Resolves major policy issues • Provides project resources • Holds the project team accountable • Approves change requests submitted by the project manager • Helps steer the project
<Name> <Phone> <Email>	NSP Technology Sponsor	• Approves the project from the technical perspective • Provides signoff on review gate deliverables • Reviews the project budget • Provides technical project resources • Holds the project team accountable • Approves change requests submitted by the project manager

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Stakeholder Name	Role	Responsibility
		• Helps steer the project
<Name> <Phone> <Email>	NSP Advisory Workgroup (*if required*)	• Oversees the Advisory Workgroup • Provides signoff on review gate deliverables • Assists in the resolution of major policy issues • Approves change requests submitted by the project manager • Helps steer the project
<Name> <Phone> <Email>	NSP Project Manager	• Initiate, plan, control, and close the project • Develops/Maintains project framework deliverables and schedules • Manages Project Team • Works with Quality Assurance Team as needed • Manages project to ensure that the project is completed on time, within budget and within scope • Identifies and manages potential project risks, opportunities, and issues that may impact the project • Communicates project status with stakeholders.
<Name> <Phone> <Email>	NSP Information Security Officer	• Ensures compliance with Nevada DPS and statewide security policies and procedures • Provides signoff on review gate deliverables designated for their review • Helps steer the project
<Name> <Phone> <Email>	NSP Senior Technical Manager	• Assigns technical resources
<Name> <Phone> <Email>	NSP Technical Manager (Infrastructure)	• Serves as technical lead for infrastructure issues • Ensures assigned tasks are completed • Identifies potential risks/issues and communicates to the project manager
<Name> <Phone> <Email>	NSP System Analyst	• Assists in the development of project documents • Assists in the gathering of business requirements and/or clarifications where required
<Name> <Phone> <Email>	Unisys Team Project Manager	• Responsible for accomplishing assigned activities of the contract within the project schedule, project costs, and project scope. Manages Unisys Project Team. Identifies and manages potential project risks, opportunities, and issues that may impact the project. • Communicates project status with the project manager
<Name> <Phone> <Email>	Unisys Team Senior Technical Architect	• Responsible for directing the Unisys technical team • Responsible for developing project technical deliverables and implementing the application
<Name> <Phone> <Email>	Unisys Team Security Officer	• Responsible for working with Unisys Team and Nevada DPS on compliance with statewide security policies and procedures • Submits security related deliverables for review by Nevada DPS project team

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Stakeholder Name	Role	Responsibility
		• Review security practices within the project team processes as well as security aspects within the overall environment (HW/SW, Data, etc.) • Helps steer the project on security related concerns
\<Name\> \<Phone\> \<Email\>	Unisys Team Functional Lead	• Responsible for developing and tracking system requirements • Responsible for reviewing RTM and related process/artifacts where traceability is required to verify the solution delivered is meeting the requirements identified in the project
\<Name\> \<Phone\> \<Email\>	Unisys Team Data Migration Lead	• Responsible for managing any data migration tasks within the project • Creating overall plan for data migration of the system with necessary governance for sharing activities with stakeholders • Providing guidance on migration tasks
\<Name\> \<Phone\> \<Email\>	Unisys Team Testing Lead	• Responsible for managing the test plan and test results • Providing direction and status on testing efforts within the Unisys Team, Nevada DPS Team, and stakeholders as required
\<Name\> \<Phone\> \<Email\>	Unisys Team Executive Sales Director	• Executive responsible for managing sales for Nevada State government agencies

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