



**Solution Acquisition Process Group  
Configuration Management Communication Plan**

**August 2001**



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## **STUDENT FINANCIAL ASSISTANCE PROJECT AND ENTERPRISE LEVEL CONFIGURATION MANAGEMENT**

### **1.0 Purpose and Scope**

The purpose of the System Acquisition Process Group (SAPG) Project and Enterprise Level Configuration Management Communication Plan is to document and communicate clear and specific activities and accomplishments to deploy Configuration Management (CM) and Enterprise Configuration Management (CM).

### **2.0 Objective**

The plan is designed to establish standard, consistent means of communications, which are strategic and personal. This plan identifies the communicators, audiences, and types of messages, activities, communication channels, feedback mechanisms, and message timing. Once identified, this becomes the action plan and management tool used to facilitate, support and promote communications for Project level CM and Enterprise CM.

**The objectives of the SAPG/CM communication plan are to:**

- Outline the principles of Project and Enterprise level CM communication;
- Define how to achieve commitment to Project and Enterprise Level CM through communication;
- Analyze potential audiences for needed commitment to Project and Enterprise Level CM;
- Identify key messages for Project and Enterprise Level CM audiences;
- Identify potential vehicles for communicating messages;
- Assign Communication Activities;
- Identify key roles and responsibilities for communication planners, senders, and authors;
- Identify feedback and measurement tools for analyzing effectiveness of change commitment.

### **3.0 Communications Principles**

All communications will flow from standard principles, which establish a consistent approach to the message. These principles incorporate the idea that:

- Information is tailored to the needs of the audience.
- Information will be delivered with the intention of managing the expectations of the audience.
- Communication will provide a consistent message describing the purposes and processes of Project and Enterprise Level CM.
- Communication will be appropriately timed and facilitated in various manners, such as presentations, training sessions, e-mail notifications, and coaching sessions.



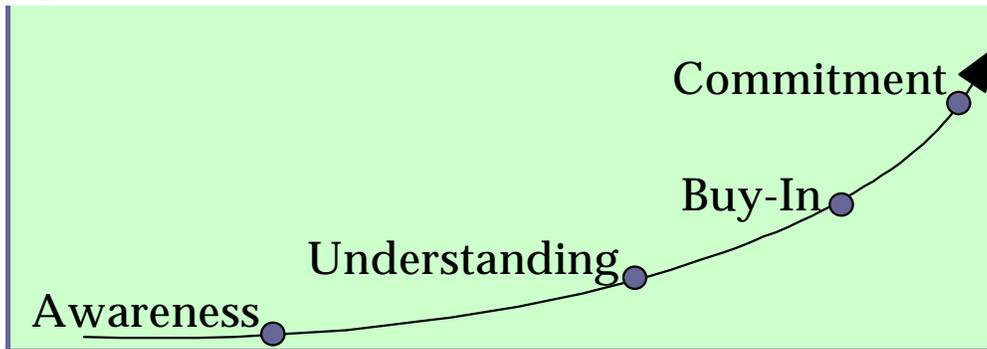
## 4.0 Achieving Commitment to CM through Communicating Change

Good communication and involvement is critical to helping SFA manage the change that occurs with the implementation of the new process for Project and Enterprise Level CM. Organized and effective communication will help SFA progress through each stage of the Change Curve, as described in Figure 1 below.

Effective communication and involvement in SFA's implementation effort is achieved through informing, generating understanding, and inviting participation. Through this process, SFA employees gain awareness and gradually move through various stages of acceptance until they have reached the stage of commitment. Figure 1 shows the Change Curve and the various stages individuals go through.

- **Awareness:** Answers questions such as “What is all this change about?” At this stage, people encounter change and realize that it is going to affect them. Individuals at this stage are aware of the Project and Enterprise Level CM.
- **Understanding:** Answers questions such as “What’s in it for me?” Individuals at this stage understand the nature and intent of the Project and Enterprise level CM and the changes it will bring.
- **Buy-In:** Answers questions such as “ Do I support the change, and am I becoming comfortable with what it will be like after the change is implemented?” Individuals at this stage work toward the goals of the Project and Enterprise Level CM by articulating commitment to the goals.
- **Commitment:** Answers questions such as “Do I feel real involvement and participation in the change?” Individuals at this stage articulate an ownership of the program by implementing new behaviors or supporting the program.

Figure 1 – Change Curve



*Adapted from Managing at the Speed of Change: How Resilient Managers Succeed and Prosper Where Others Fail, by Daryl R. Conner*



## 5.0 Audience Analysis

The Audience Analysis identifies target audiences committed to the Project and Enterprise Level Configuration Management process. The Audience Analysis identifies where in the Change Curve the current audience resides, where the Project and Enterprise Level CM requires that audience to be to successfully implement the new processes, and what type of needs that audience has to achieve the appropriate commitment level.

The Audience Analysis also identifies Audience Impact. This can consist of Low, Medium or High and relates directly to the impact the audience will have on the success of Project and Enterprise Level CM implementation efforts should they not reach their desired target commitment level on the change curve.

To correctly understand the different audience needs for Project and Enterprise Level CM, the audiences are divided into internal and external groups. The identified audiences are assumed to include SFA, Modernization Partner, and sub-contractor personnel who may be members of different audiences through current role assignments.

### 5.1 Internal Audience Analysis

Audience Level	User Group	Priority	Characteristics/Responsibility	Current Commitment Level	Target Commitment Level	Needs/ Impacts
Executive	CIO	High	CIO and Executive level support and commitment of project and enterprise level CM efforts across SFA	Buy-in	Commitment	Understanding of support and commitment needs for success
Executive	SAPG Management Team	High	Provide overall direction of project and enterprise level system acquisition effort across SFA	Commitment	Commitment	Understanding of how to increase commitment levels of other team members
Executive	Q/A IV&V and Contractors	High	Implement effective quality control for independent verification and validation activities to ensure the procurement, integration and implementation of high quality systems	Commitment	Commitment	Understanding of overall efforts and goals and understand how to increase commitment level



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Mid-Level	SAPG	High	Provide support and development of project and enterprise level CM efforts across SFA	Buy-in	Commitment	Understanding of overall effort and goals Who individuals need to communicate with and what information should be reported
Mid-Level	CIO IT Services	High	Liaison between the Virtual Data Center and the IPT	Understanding	Commitment	Training and utilization on Project and Enterprise Level CM and SLC
Mid Level	CIO IT Management	High	Liaison between Architecture Review Board and the IPT, the System Architect and Integration Architect.	Understanding	Commitment	Training and utilization on Project and Enterprise Level CM and SLC
Staff	CIO ECAD	High	Liaison between the CIO and the Business Units not associated with SAPG Sub Group	Understanding	Commitment	Continuous training on Project and Enterprise Level CM, SLC and awareness of how to provide input into process improvements
Staff	SAPG Subgroups	High	Provide outline for processes and procedures. Develop and pilot processes, procedures, job aids, and templates for project and enterprise level CM	Understanding	Commitment	Understand Subgroup's role in overall cycle Understand personal commitment needs for success Understand how Subgroup affects SFA



## 5.2 External Audience Analysis

This list reflects a high-level overview of potential audiences within SFA who will be affected by the processes and procedures developed for Project Level and Enterprise Level CM. This list will be further detailed as Project and Enterprise Level CM is implemented.

Audience Level	User Group	Priority	Characteristics/ Responsibility	Current Commitment Level	Target Commitment Level	Needs/ Impacts
Executive	COO	High	Proprietor of SFA modernization efforts	Buy-in	Commitment	Understanding of support and commitment needs for achieving success across SFA
Executive	Executive Sponsors	Medium	Solution Sponsor	Understanding	Commitment	Awareness Presentation
Executive	Mod Partner Program Management	High	Provide over-site of Modernization efforts	Buy-in	Commitment	Awareness Presentation
Executive	ITRs	High	Liaison between Contractors/Project and business units	Understanding	Commitment	Awareness Presentations Optional: Training on Project and Enterprise Level CM and SLC
Executive	Mod Partner Project Management	High	Provides over-site of projects	Buy-in	Commitment	Training on Project and Enterprise level CM, how CM fits into the SLC and awareness of how to provide input into process improvements
Mid-Level	Business Unit Managers	High	Provides over-site of projects	Understanding	Commitment	Continuous training on SLC and Project and Enterprise Level CM and awareness of how to provide input into process improvements
Mid-Level	IPT Team Leads	High	Uses SLC to direct project	Understanding	Commitment	Continuous training on Project and Enterprise Level CM and SLC and awareness of how to provide input into process improvements
Mid-Level	ITA Tech Arch Group	High	Manage systems throughout the SLC process to Production	Buy-In	Commitment	Training on Project and Enterprise level CM, how CM fits into the SLC and awareness of how to provide input into process improvements
Mid-Level	Project CM Leads	High	Manage systems and projects throughout the SLC process to Production	Buy-in	Commitment	Training on Project and Enterprise level CM, how CM fits into the SLC and awareness of how to provide input into process improvements



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Staff	IPT Team Members	Medium	Use CM tools and templates to complete project assignments	Awareness	Commitment	Training on Project and Enterprise Level CM and how CM fits into the SLC
Staff	Operating Partner	High	Operating Partners who support legacy systems, but will participate in changes that affect the Enterprise	Understanding	Commitment	Training on Project and Enterprise level CM, how CM fits into the SLC and awareness of how to provide input into process improvements
Staff	VDC Production Group	High	Manage the systems level testing, staging and production environment	Understanding	Commitment	Training on Project and Enterprise level CM, how CM fits into the SLC and awareness of how to provide input into process improvements
Staff	Other SFA Employees	Medium	All SFA personnel contributing to the success of the organization	Awareness	Understanding	Awareness Presentation



## 6.0 Key Messages for Project and Enterprise Level CM Audiences

Project and Enterprise Level CM will be communicated in a consistent and positive message to key audiences throughout the organization and organizations CM effects. The key questions to consider for presentations and training are listed below along with the types of content that should be included to answer those questions.

The table below may be used to consider questions that need to be addressed in communication efforts and to understand what information should be provided to completely answer those questions. The Configuration Awareness Presentation, Enterprise CM Plan and CM Process Guide should address most of the questions presented here and is a good communications tool to use when answering the majority of these questions for an audience.

<b>Question</b>	<b>Content</b>
What is Project and Enterprise Level CM?	Scope of the program Who the program affects Timeline for implementation
What is the value of CM and the new processes?	SA-CMM overview and relationship between CM and CMM (brief). Relationship between current processes, CM, business goals of SFA, and the SLC.
What is the executive commitment to CM?	Executives' sponsorship statements for program
How will I be affected by the new processes/procedures?	Changes in processes, procedures and jobs that are a result of new applications
What are the benefits of CM?	Benefits of the new processes to employees, business Units and students
What are the biggest challenges of the new procedures?	Acknowledgement that implementation could be difficult, and there could be some initial confusion about the process
Who is involved in program?	Names of key participants to reinforce SFA is invested and involved in defining the final product Acknowledge external companies partnering with SFA
What impacts do the new processes have on existing aspects of the business?	Explanation of how the new processes will be adaptable to different projects and provide an outline for system acquisition
What is the progress of CM?	Status of effort, key milestones and successes
How will I be trained?	Details of training plans, schedule, type of training and who will deliver training
How can I get ready for the changes?	Specific message to users regarding how each person can contribute to the success of the program
What do I need to do when the CM processes are in place?	Reinforcement of new processes or procedures Where to go for more information and who can address questions
What can I expect in the future?	Expectation that process will continue to grow with suggestions and changing needs of SFA Reiterate that SFA's success will be supported by continual participation
How will I know if the process is successful?	Define what a success is in terms of behaviors or actions employees should take



## 7.0 Communication Methods and Plan

The medium in which key messages are delivered ensures the appropriate message is sent in a timely and consistent manner. The communication vehicles used will vary depending on the needs of audiences. Communications vehicles can vary from:

- Peer Reviews,
- Coaching Sessions;
- Listening Sessions;
- One-on-One;
- E-mail;
- Web Page;
- Posters;
- Training Courses;
- Newsletters;
- Awareness Presentations;
- Kick-off meetings;
- Questions that Need Answers;
- Brown-Bag Lunches;

Communication Vehicles are picked depending on the appropriate delivery mechanism for the audience and the message that will be related. Many communication vehicles such as training courses, awareness presentations, and Kick-off meetings may be advertised through posters and bulletin boards in designated SFA areas. Appropriate communication will be approved by the SFA Internal Communications organization.

Target Audience	Communication Methods
<b>Executive Level</b> Internal and External Audiences	<ul style="list-style-type: none"> <li>• One-on-Ones</li> <li>• Questions That Need Answers</li> <li>• Newsletter</li> <li>• E-Mail</li> <li>• Web Page</li> <li>• Posters</li> </ul>
<b>Mid-Level</b> Internal and External Audiences	<ul style="list-style-type: none"> <li>• Kick-off Meetings</li> <li>• Awareness Presentations</li> <li>• Coaching Sessions</li> <li>• Listening Sessions</li> <li>• Brown Bag Lunches</li> <li>• Peer Reviews Based on Feedback</li> <li>• Newsletter</li> <li>• E-Mail</li> <li>• Web Page</li> <li>• Posters</li> <li>• Training</li> </ul>



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<b>Target Audience</b>	<b>Communication Methods</b>
Staff –Level Internal and External Audiences	<ul style="list-style-type: none"><li>• Questions That Need Answers</li><li>• Newsletter</li><li>• E-Mail</li><li>• Web Page</li><li>• Posters</li></ul>



## **8.0 Communication Measurement and Feedback**

The Communications Plan Manager will adhere to the following guiding principles when developing metrics and validation of communication:

- Set realistic objectives of desired performance outcomes
- Review and communicate progress regularly
- Provide qualitative and quantitative analysis

Soliciting and acknowledging feedback enables support for the overall concept of involvement. The Communication Plan Manager will work with Communication Facilitators to create appropriate feedback tools to be used with communication events.

There are several tools and techniques that can be employed to solicit feedback from audience groups in a controlled and responsive manner to assess effectiveness. Some potential tools and techniques that may be used by SAPG/CM include:

- Person to person interviews with field contacts
- Feedback forms, questionnaires through e-mail address, letter mail, bulletin boards (electronic or paper)
- Meetings with facilitators and executive sponsors

Any of the above mentioned methods provide the audience with a forum to communicate their thoughts, issues and concerns regarding the SAPG and Project and Enterprise Level Configuration Management.

## **9.0 CM Communications Project Plan**

This project plan outlines the activities that will be required to deploy communications for both Enterprise and Project level Configuration Management. The following page included a schedule that identifies activities and milestones though Configuration Management deployment.

