



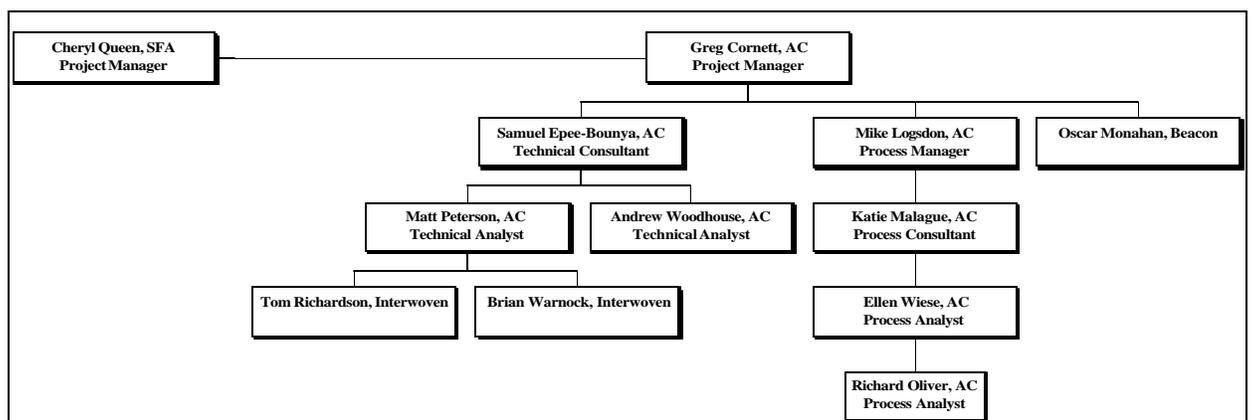
## Sample Project Work Plan

### Project Work Plan

1. Project Objective/Scope – The purpose of the SLC/IPT Process Project is to provide FSA with an updated IPT process based on the SLC methodology. The SLC/IPT Process should consist of an updated set of roles and training material for use by the IPTs, and will describe the use of templates, deliverable outcomes, signoff controls, and roles and responsibilities within each phase. For more details, refer to the SLC/IPT Process Task Order.
2. Project Budget – The Project Budget, at the deliverable level, is shown below.

Deliverable (Due Date)	Total
32.1.1 Project Work Plan - 10/2/00	\$ 27,444.31
32.1.2 SLC/IPT Process - 11/20/00	\$ 111,086.32
32.1.3 Deployment Plan - 12/4/00	\$ 38,342.55
32.1.4 SLC/IPT Process Training Content - 12/29/00	\$ 72,953.67
<b>Grand Total All Deliverables</b>	<b>\$ 249,826.85</b>

3. Work Breakdown Structure / Project Schedule – A work breakdown structure, in the form of a Microsoft Project Gantt chart showing task breakouts, dates and deliverables, is illustrated on page 21.
4. Resource List – A sample organizational chart is shown below.





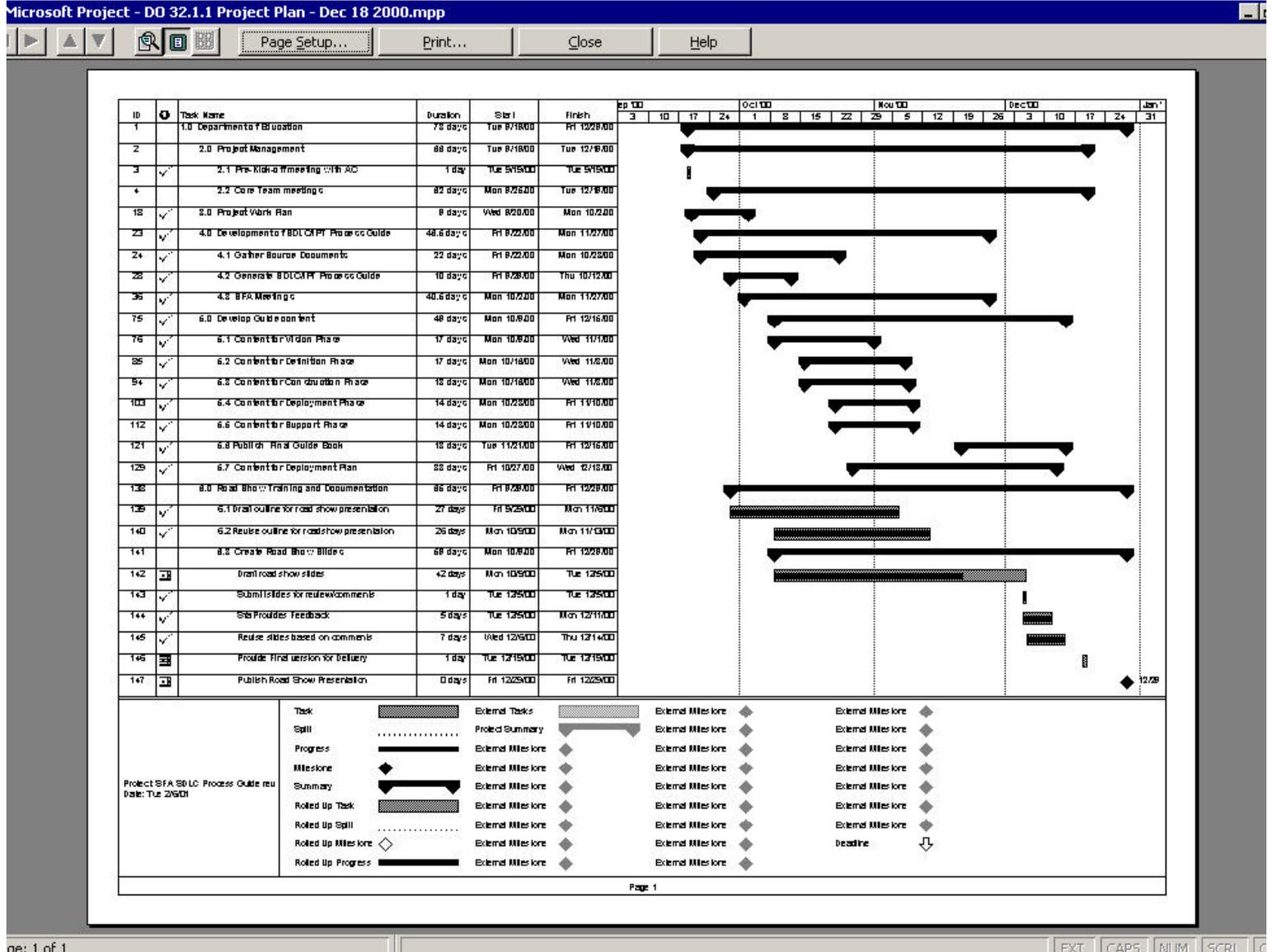
**Sample Project Work Plan**

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5. Risk Management Plan – A sample risk management plan is shown on page 21.
6. Quality Management Plan – A sample quality management plan is shown on page 23.
7. Communications Plan - The Sample Communications Plan is still under development.
8. Configuration Management Plan – The Sample Configuration Management Plan is still under development.
9. Assumptions and Constraints – Please refer to the Task Order Assumptions and Constraints.



Sample Project Work Plan





## Project XYZ

### Risk Management Plan

#### Category I – Schedule Risks

1. Order Entry System not delivered on time.

**Area of Impact:** Input to Billing System.

**Mitigation Alternatives:**

- a) Wait until Order Entry System is implemented before beginning Billing System development.
- b) Implement core Order Entry functions first to allow billing.
- c) Construct bridge to existing Order Entry System.

**Impact of Risk (1=little or no impact, 4=major impact):** 2.

**Probability of Risk:** 50%.

**Level of Control (1=little or no control, 4=significant control):** 2.

**Mitigation Plan:** Option (a) - Waiting for Program Management approval before modifying implementation schedule for Billing System.

2. ...

#### Category II – External Risks

1. ...



***Program Quality Management  
Approach***

***for***

***ABC Program of the XYZ Global Program***

***“Deliver the highest quality products and services to the customers of the program by conforming to program requirements and meeting customer expectations.”***

**Version: 1.0**  
**Date: November 19XX**  
**Author:**  
**Approved by:**



**Sample Project Work Plan**

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## Introduction

The quality mission of the **XYZ Global Program**, and thus of the **ABC Program**, is to  
“*Deliver the highest quality products and services to the customer of the XYZ Global Program by conforming to program requirements and meeting customer expectations.*”

The Program Quality Management Approach is a document designed to ensure that in the joint program work of the **ABC Company, LMN Consulting**, and in particular, all persons involved in the **ABC Program** of the XYZ Global Program,

the defined objectives are met;

the expectations of the major stakeholders of the program are fulfilled or even surpassed;

approved principles, measures, standards, and methods are applied uniformly.

The present Program Quality Management Approach especially describes the specific quality goals, objectives, principles and assurance measures valid for **ABC Program**. It should be understood within the quality management framework defined for the overall XYZ Global Program, which is documented in the XYZ Global Program *Quality Management Approach* (QMA) document, October 23<sup>rd</sup>.

The Program Quality Management Approach is further detailed and supplemented by additional documents which are listed in Chapter 0.

## Approach Description

### Background

The Program Quality Management Approach follows the basic idea that the **ABC Program** will deliver:

Quality: quality software, systems, and processes

Value: value in excess of cost

Success: success for the **ABC Company's** business (and success of all the program's stakeholders)

QVS (quality, value, success) will be implemented by dealing with principles, practices, people and relationship that together form a consistent and encompassing framework of aspects for the program activities.

This framework consists of the following:

#### **Principles**

describe the program's strategic intent regarding the conduct of work. In the program, every team member will be supported such that he/she can and is expected to do the right things in the right way to produce the right results - first time.

#### **Practices**

represent the processes that enable the team to design and develop the system. They consist of a management framework, execution methodologies and continuous improvement approaches. They are selected and set up by **ABC Program** management.

#### **People**

make the program success ultimately happen. They must be selected, assigned responsibility



and empowered as to work competently in a mixed team. Team members are informed and motivated to keep a high level of confidence, intensity and morale.

### **Relationship**

means the creation of mutual acceptance and trust and establishment of a working relationship beyond just the delivery of a system. This requires a common basis in expectations and perception among all stakeholders, which is an explicit concern in the **ABC Program**.

The management group provides leadership and a quality management (QM) framework.

### Objectives

The Program Quality Management Approach identifies the rules and the procedures of the **ABC Program** to ensure the delivery of a quality product that successfully realizes the intended benefits for both for the ABC Company and LMN Consulting. (For a complete understanding of these benefits, please refer to the XYZ Global Program Business Case.)

Quality is defined for the **ABC Program** by meeting or exceeding product specifications as well as successfully meeting expectations of the program stakeholders.

Using that definition, the delivery of a quality system and program entails a wide variety of things like scope of delivery, use of product, applicability, documentation, etc.

### General Program Quality Management Approach Information

#### **Distribution**

The Program Quality Management Approach is stored as a Microsoft Word document within the ABC Program. The distribution is restricted principally to members of the **ABC Program** and the program's stakeholders. However, every member of the **ABC Program** team needs to fully understand and adopt the quality management procedures described in this Program Quality Management Approach.

It is the responsibility of each team lead within the program to ensure that they have fully read and understood the document, and that they and their team implement the contents intelligently and in good faith.

#### **Update mode**

Although it is acknowledged that the detailed procedures and standards used to implement the Program Quality Management Approach will evolve over time, for example, in response to improvements identified as part of the Continuous Improvement Process, the Program Quality Management Approach is a document of overriding significance to the ABC Program and therefore, it has been structured such that the necessity to change it is rare. The Program Quality Management Approach is thus supplemented by additional documents which are listed in Chapter 0 which provide the detailed standards and procedures which are more prone to evolving over time.

Responsibility for the co-ordination of quality within the ABC Program falls directly under the role of Program Management, and it is therefore the role of the Program Management Office Administrator to maintain and update this document on behalf of the Program Manager.



## Program Description

**ABC Program** was established as a program within the XYZ Global Program Enterprise Transformation program. The role of the ABC Program is to implement a set of Europe-wide information technology (IT) systems required to enable the ABC Company to achieve its vision and core values through “an integrated system of networked solutions supporting all business processes by sharing:

- common best practice business processes,
- common software,
- common data definitions, and
- information”.

Specifically, the program will implement in a number of phased releases, the hardware and software components previously defined in an earlier ABC Architecture program of the XYZ Global Program, including:

- European Resource Planning
- Demand Chain Planning
- Sales Force Automation
- Groupware
- Data Warehouse
- ABC Infrastructure and Standards

Further details of the program, within the context of the XYZ Global Program, are documented in the Program’s Orientation Material. Specific details on the XYZ Global Program can also be obtained from the XYZ Global Program Deliverables. In addition, more general information on the scope and schedule of the program is defined within a Program Initiation Proposal (or PIP) as defined in the ABC Company Program Management and Control (PMC) methodology (see section 0). and documented in the PMC database. Finally, detailed information on the program scope can be obtained from the relevant databases of the program Delivery Manager (see section 0), and on the program schedule, from the work program stored in the Program Gateway database of the Delivery Manager.



## Quality Principles

The overall quality approach for the XYZ Global Program, and thus the ABC Program, can best be represented by the quality principles that guide quality management. These principles are not only fundamental to the quality management approach, but also are a foundation to the way the ABC Program is planned, organized, and managed. For this reason, although the quality principles of the program are described in detail in the XYZ Global Program Quality Management Approach, a brief summary is provided here for reference purposes.

The quality principles are as follows:

### **Excellence Expectation:**

This program will deliver quality results, all the anticipated business case benefits will be achieved, all the program requirements will be met as specified, and all customer expectations will be met. Nothing less is acceptable and no thoughts to the contrary are allowed.

### **Customer-Driven**

The drive to deliver quality is focused on the customers of the program. If the customers do not perceive that quality was delivered by the program, then quality was not delivered.

### **First Time Right**

The **ABC Program** will pursue the First Time Right principle from the JIT (Just-In-Time) philosophy. The implementation of this principle has a proven track record in improved operation performance and process excellence. The primary goal is to avoid mistakes or detect errors early in the process in order to deliver practically defect free software into the final review process. The principle also requires a mindset of all individuals and teams that they always do their very best to achieve a 100% correct work product, based on current knowledge or documented assumptions. There is no planned cycle of re-work or finishing by other people, because that establishes unnecessary overhead (or in JIT terminology: *waste*). So the only people who can complete the work are those who started it in the first place.

### **“Build In Quality” vs. “Inspect In Quality”**

Our approach on the program will be to consistently focus on building quality in by doing the “right things” in the “right way” and not by relying on back-end inspections to be the mechanism to achieve quality.

### **Continuous Process Improvement**

One of the foundations of the quality approach for the ABC Program is that we will continuously aim to improve the approaches and processes used within the program for achieving quality.

### **Proactive Quality Management**

Quality Management is a proactive approach to ensuring the right philosophies, approaches and techniques are in place that will ensure that quality products and services are delivered to the program’s customers. Quality Assurance is an “after the fact” inspection that identifies deficiencies. While quality assurance will be necessary, it is the objective of the program to spend the majority of its efforts in this area doing quality management rather than quality assurance.

### **People Empowerment/Responsibility**

Everyone is responsible for the quality of the **ABC Program**. There are no “other” people responsible for the quality in our program, so everybody within the program has the same right to act on quality (make improvements suggests, raise issues, ...) and everyone is responsible for the outcome of their own work (re-work, adherence to standards, etc.).



## Internal Quality Policies, Techniques and Tools

### **Knowledge Management**

Knowledge management promotes ongoing program success through the systematic creation, acquisition, synthesis, sharing, and use of information insights and experiences. The **ABC Program** promotes and encourages the free exchange of information, ideas and knowledge, and supports this through the use of groupware applications, and in particular, through the use of the **Method Delivery Manager** (MDM) databases.

All members of the program team are strongly encouraged to make as full a use of these applications as possible, and to fully participate in the exchange of ideas and information in the ways the applications are design to do. In addition the Method Delivery Manager is a key component of the Development Environment Architecture by supporting many of the Quality Management procedures defined for the program.

For a list of all the MDM databases please refer to the *MDM Quick Reference Guide*.

### **Clearly Communicated Competence and Responsibility Charts**

#### Organization Breakdown Structure

In order to fully understand the roles and responsibilities of all members of the program team, and in order to be able to fully leverage all the combined knowledge and experience of team members a cascaded Organization Chart (including the Organization Breakdown Structure or OBS) for the program will be developed and maintained.

The responsibility for the development and maintenance of the high-level description of the OBS is that of Program Management, supported by the Program Management Office. The responsibility of developing and maintaining descriptions for all the more detailed components, i.e., teams within the program, is the responsibility of each team leader for their teams and each team member, supported by the Program Management Office.

The OBS itself will be documented and stored in two formats. The first format will provide a high-level description of the **ABC Program** Organization divided into its distinctive teams (or projects). This will be represented in the form of an Organigram and will be documented using Microsoft PowerPoint and stored in the MDM **Bulletin Board**. The second format will provide detailed information about each individual on the team, together with a bitmap photograph of the person, and will be stored in the MDM **Program Roster and Contacts** database.

#### Work Breakdown Structure and Accountability Matrix

Accountability and responsibility within an overall team environment is a key to achieving quality results. The **ABC Program** effort will be segmented into many smaller "teams". Each such team will be assigned to a single team lead.

Accountability will be further achieved through the use of detailed work plans based on a Work Breakdown Structure (WBS) in which concrete deliverables, and their owners, will be identified and for which explicit user represented sign-offs will take place.

The methodology used for ABC Program mandates that all work be planned, budgeted, scheduled and assigned to an individual with appropriate skill level. Thus every person on the



program should know what activities, results (deliverables), effort are expected from him/her and by when. (See also Scope Management) All such information will be maintained via the use of the Program Gateway database (see section 0).

The responsibility for defining and maintaining the first level of the WBS, and the allocation of responsibility for individual WBS Elements to specific teams identified in the OBS, is that of the ABC Program management. Responsibility for lower levels of the WBS and the assignment of responsibilities within a team is that of the team leader.

### Deliverable Sign-offs

Sign-offs ensure work has been appropriately completed. Reviews form the basis for sign-offs (see section 0). The overt action of obtaining sign-offs in writing, however, re-enforces the accountability for the work. End user documentation will require sign-off by a responsible user representative. By development stage, the ABC Company management and LMN Consulting management will sign-off the overall completion. Program managers will also sign-off on all user documentation and technical documentation and paper copies of all signed documents will be kept by the Program Management Office.

### **Quality Management Roles and Responsibilities**

There is **no** team within the **ABC Program**, which is responsible for the overall quality of the solution we deliver. In alignment with the **People Empowerment/Responsibility** principle and the **“Build In Quality” vs. “Inspect In Quality”** principle it is the responsibility of each team lead and each team member to ensure the quality of their work, services and deliverables. Moreover, the responsibility for specific aspects of the program’s quality management, as described in the Program Quality Management Approach will be owned by different teams and team leads as appropriate, by the nature of the OBS/WBS adopted by the program.

For example, assuring the quality of the testing approach, procedures and tools, would be the responsibility of the Test Manager, and assuring the quality of the development procedures, standards and tools, would be the responsibility of the development environment manager.

Overall co-ordination of the program, and thus the overall co-ordination of quality is, however, the responsibility of the **ABC Program** manager, supported by the Program Management Office. The role of the **Program Management Office** in the area of quality management is enabling the **ABC Program** to steadily improve product quality, productivity, and internal co-operation. In this sense, the Program Management Office defines its role as a *service provider* and *co-coordinator* for all quality issues and quality initiatives made, as well as an internal *advisory team* for the program.

As a *service provider*, the Program Management Office creates and updates quality documents, such as:

the Program Quality Management Approach and documents within the **MDM Stnds, Procs and Approaches** database;

monitor, and maintain instruments for problem recording and tracking, e.g. the **MDM Issue/Risk Management, Scope Management, Change Tracking, and Discussion** databases;



As *co-coordinators*, the Program Management Office provides support and co-ordination work for quality initiatives, such as:

- support of the management in raising and clarifying questions and problems;
- support of Quality Actions Teams as required (see section 0);
- construction of team satisfaction surveys and team lead feedback;
- the creation of metrics and reports for management to assist the tracking of quality.

As an internal *advisory team*, the Program Management Office makes its expert knowledge available to the program management and staff members to allow them to get their tasks done better and more quickly, such as:

- in the areas of the methods and techniques.

### ***Quality Action Teams (QAT's)***

As described in the XYZ Program Quality Management Approach document, Quality Action Teams (QAT's) will be defined on an as needed basis in order to generate, collect and act upon ideas and suggestions for improving the processes employed by the program. QAT's will consist of a selection of members of the **ABC Program** taken on a short-term basis from across the teams within the program. QAT's will be encouraged to look for "quick-wins," and their work will be time-boxed and deliverable focused in order to maximize results and minimize the cost of these activities.

### ***Business Case Management***

The overall success of this program must be first and foremost measured in terms of our ability to enable the whole XYZ Global Program in the achievement of the XYZ Global Program Business Case. In order to do so, we must deliver the right integrated business capabilities and IT systems on time and on budget.

While it remains the responsibility of the overall XYZ Global Program to update and maintain the Business Case, it is the responsibility of each of the **ABC Program** team leaders to ensure that they and their team members understand the Business Case sufficiently in order to make a correlation between the capabilities being developed, the scope of the IT System per release, and the benefits we expect to be achieved within the business (as described within the Business Case).

In order to assist the interpretation of the Business Case in terms, which can be used and understood by members of the **ABC Program**, teams should make use of the MDM **Business Strategy** database. Use of the Business Strategy database will allow team members to make a direct correlation between the processes designed and the benefits they are expected to achieve. This will be of direct importance in team leaders' and program management's ability to manage scope during the program and focus best efforts where it counts.

It is also the responsibility of team leaders to ensure that any issues or risks associated with the achievement of the Business Case, based upon new information regarding the ABC Program's scope, release strategy, etc., is communicated to the XYZ Global Program management. Issues and risks should be documented in the MDM **Issue/Risk Management** database (see section 0).



## Scope Management

### Scope Management - Program Level

The **ABC Program** team will continuously strive to create a system that will fulfill the business requirements of the XYZ Global Program, of the **ABC Company** and of the consulting organization. In order to achieve the delivery of a quality system on time with as few defects as possible, it is necessary for us to identify the scope of the program in terms of releases of specific business capability and system functionality to specific people within the business. This scope will be agreed upon and signed-off as a contractual obligation between the **ABC Program** and the program's stakeholders. In this way the expectations of the program's stakeholders can be set and the ability of the **ABC Program** to deliver can be assured. It is recognized, however, that changes to the business needs, i.e., the needs of our stakeholders, may occur over time, in response to internal changes within the business Organization or change within the business environment in general. While the **ABC Program** will endeavor as far as is possible to respond to these changes by the modification of the scope of the solutions being developed, the changes to the scope of the **ABC Program** will be carefully managed and controlled. This is necessary as changes to requirements inevitably lead to changes and re-work in the program, a situation that is in conflict with our ruling principles for quality. However, re-work due to sound business reasons is not regarded as an "error" but rather is an intelligent adaptation to the prevailing situation. To make a clear separation here, **ABC Program** will implement a management approval process for the inclusion of justified business requirements. Moreover, due to the business imperative to deliver functionality within a relatively fixed time-frame and at a given budget, it will always be necessary to weigh up the business benefit of a proposed change against the cost implications of introducing it into the scope of the program, and the need to cut other functionality from the scope in order to continue to meet schedule and effort constraints. In order to facilitate this process, scope will often be prioritized by importance to the business using techniques such as Quality Function Deployment (QFD). Program level scope will be managed, tracked and controlled using the MDM **Scope Management** database.

### Scope Management - Team Level

Within the **ABC Program**, the scope of each program team's work and in addition, each of the major deliverables identified in the WBS that need to be produced, will also have to be managed. This will be done through the use of scope documents, which will be defined for the teams' overall work, and individual scope documents defined for each major deliverable to be produced. This scope will be agreed between the major stakeholders in this work, customer, team and management, and any changes to this scope will be managed through the same scope management procedures as for the whole program.

Program Team level scope will be defined through the completion of a Program Initiation Proposal (PIP) document which will describe for the team: the Current Situation and Business Drivers for the work, the Objectives and Prioritized Scope of the work, the Approach and Methods to be used, the Deliverables, the Acceptance Criteria for Deliverables, the required Resources and the high-level Work Plan, i.e., Work Breakdown Structure, Estimated Effort per



WBS Element, and Schedule (i.e., milestones when WBS Element will be completed and Deliverables produced).

Team level scope will be managed, tracked and controlled using the MDM **Scope Management** database.

### ***Proven Methodology and Techniques***

In order to support the quality principles of **First Time Right** and “**Build In Quality**” vs. “**Inspect In Quality**”, the **ABC Program** will use whenever possible proven methodologies, tools and techniques (i.e., the consulting organization’s “Best Practices”).

In order to comply with the ABC Company’s standards and procedures, the program will also be implementing the ABC Company PMC (Program Management and Control) method and tools.

### ***Change Control, Version and Configuration Management***

In order to manage the necessity to change key deliverables subsequent to their official completion and sign-off, for example, in response to Scope Changes or Bug Fixes, it will be necessary for appropriate Change Control and Version Management standards and procedures to be followed. These standards and procedures, as for all other standards and procedures that are not detailed in the XYZ Program Quality Management Approach are documented in the MDM **Stds, Procs and Approaches** database. Similarly, the standards and procedures, which are necessary to manage the different configurations of the multiple system releases being addressed by the ABC Program, are also clearly documented and stored in the MDM **Stds, Procs and Approaches** database. For a list of all relevant annexes to the Program Quality Management Approach, please refer to section 0.

### ***Issue/Risk Management***

It is the responsibility of each program team to document and track all issues and risk which they identify in relation to their own work, or which have been assigned to them by other teams or the program management to address. However, all issues and risk, which are considered to be program level risks, must be addressed directly by program management, supported by the Program Management Office. The detailed standards and procedures of Issue and Risk Management are stored in the MDM Stds, Procs and Approaches databases. For a list of all relevant annexes to the Program Quality Management Approach, please refer to section 0.



## Quality Management Measures (INTERNAL)

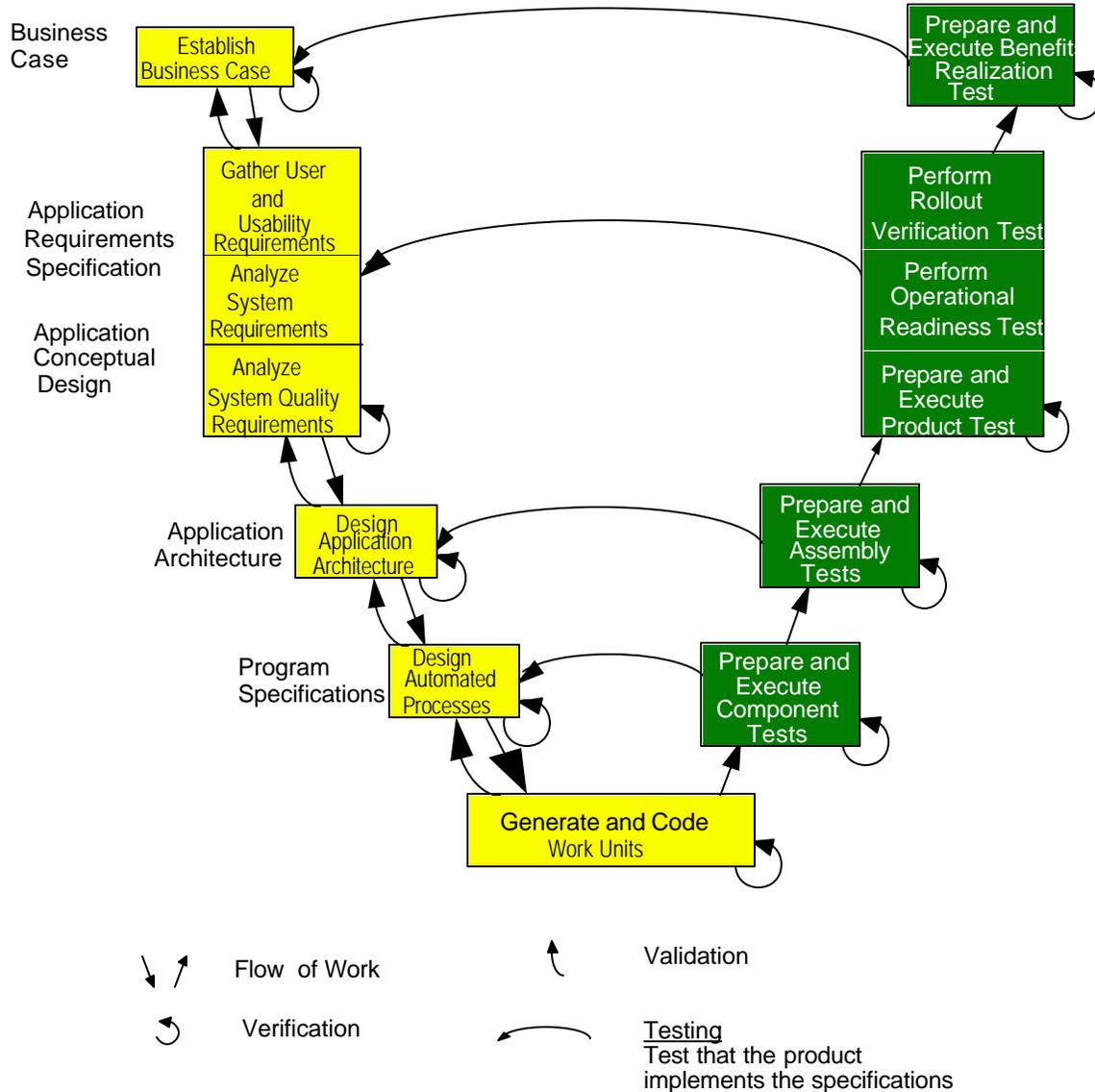
In the **ABC Program**, the quality Management measures are performed to support development. Internal policies and techniques ensure a continuing process of quality management performed by all program personnel. All teams and team members are required to incorporate these policies in their work plans.

### ***V-Model for Verification, Validation, And Testing***

Stage containment is an approach used to identify problems in the system as early on as possible and thus avoid the propagation and multiplication of problems in later development stages; this helps build quality into the system. The **ABC Program** will thus use this structured quality Management model throughout the development process as a means of assuring the quality of our deliverables.



Sample Project Work Plan



There are three basic components to this framework:  
 intra-stage verification;  
 inter-stage validation;  
 testing.

### Intra-Stage Verification

Intra-Stage Verification ensures the deliverables of a stage that will be used as input to the next stage are coherent, complete and intrinsically correct, and that they adhere to program standards and technical approaches. The verification is implemented through structured reviews with specific objectives and techniques to be used for the given type of stage. The reviews usually consist of:

Team Leader reviews



Peer reviews  
Technology Infrastructure reviews  
End-user reviews (and functional reviews)  
Specialist reviews (e.g. Solution Architect, Migration, Test)

### **Team Leader Reviews**

In general Team Leaders are responsible for the content and completeness of the deliverables from the team. An essential part of the controlling function, or program execution, is conducting reviews of documentation and actual product deliverables on a random sample, risk or other basis, whatever is fitting the requirements of that team. Any issues arising from those reviews are then discussed with the author to resolve points, teach people and ensure future improvements.

Any work result is eligible for review by a team leader. This is part of the verification process for deliverables. Generally team leaders can evaluate work from a broader viewpoint, hence supporting consistency in work style, level of detail, integrity of designs, communication of changes and other items. Team leaders should be careful to review *all* deliverables of that type. For example, this would include functional/technical design, detailed design, program code, and test documentation, to ensure that overall quality is acceptable

### **Peer Reviews**

Peers are the primary reviewers in the program. All key deliverables need to go through a peer review for control purposes. Key deliverables are those that constitute an end product of the program or are important for the further development process.

Peer reviews are not intended to cover for lack of experience of the first person. A peer is somebody occupied with the same or similar tasks as the reviewed person. He/she, by definition, does not need to have more experience or any other distinguishing quality from the reviewed person.

The approval of results is documented by the signature of the reviewer. Recommendations and corrections from the reviews must be dealt with. They can be documented in free write-ups or checklists. A classification of A, B, C is used to indicate:

- A:** Severe issue - approach not agreed and will affect system result.
- B:** Issue that requires rework, but approach agreed.
- C:** Documented minor issues that are dealt with by the person reviewed.

Typically the team leader would re-assess an "A"-classification and ultimately decide escalation to management.

Desirable side effects of peer reviews are expected to be:  
all team members get used to and value a constant review process  
the ability to evaluate work of others is enhanced  
reviewers learn about the work of others and thus broaden their view of the overall program.

### **Technical Reviews**

The technical infrastructure team has ultimate responsibility for the operating performance of the system. This team must provide oversight and direction to the design and development of the system changes throughout the development life cycle.

Therefore each team will establish in conjunction with the technology infrastructure team appropriate reviews of all designs and development documents and results that represent a



performance risk. These reviews will be documented by standard checklists or review memos signed by the people participating in the review.

Issues arising from these reviews will be categorized as **A**, **B** or **C**. "A" classified issues are considered to be significant performance risk issues and will be logged on the program issue log for management attention if not resolved during the review.

**User and Functional Reviews**

All user oriented design and development documents and results are approved and signed by user management. User reviews take place after peer review and before finalization of the document or result. The review is formal and must result in final approval. This review serves the purpose to include the knowledge of the users into the design and development as well as to identify differences in expectations at earliest possible time.

In later development stages (e.g., construction) functional reviews will be performed on functionally risky areas to ensure subsequent design and development work is correct and functional needs are understood. These reviews can be done by users or functional analysts.

**Specialist Reviews**

In areas where several people work independently on the same subject the management of the program may decide to install specialists whose duty it is to ensure consistent/synchronized work (e.g., Solution Architect, Migration, Test, etc.). Candidates for those specialized subjects are data- and database-design, technical infrastructure, user interfaces and standards in general. Below is a matrix illustrating which reviews are to be performed in which stages.

Stage	Supervisor	Peer	Technical	User and func	Spec - database	Spec - GUI
Functional Assessment		X				
Functional Design	X	X				
.....	X	X				
	X	X	X			
			X			

**Inter-Stage Validation**

Deliverables must be checked when moving from one stage to another with respect to completeness, consistency, and quality.

Examples of the stages are for the ABC Program are :  
 from fit assessment to functional design  
 from function design to technical design  
 from technical design to detailed design



from component test to assembly test  
from assembly test to system test (user application test, integration test).

### **Stage Containment Strategy (Inter-Stage Validation)**

The **ABC Program** will pursue a strategy to reduce the number of errors passed from one stage of the development process to the next. This is done because error correction at a later phase is generally much more costly. Studies indicate that error correction during production is 100x more expensive than the same error corrected in the technical design.

All deliverables must be rigorously checked before they leave any stage in order to detect and correct errors as close to the source as possible.

Furthermore, if an error is identified during a check at a later stage, the deliverable is returned to the team/individual responsible for that stage to be corrected. This technique helps to implement the overall quality principle of **First Time Right** by ensuring responsibility and creating ownership for deliverables in all teams.

### **Entry/Exit Criteria (E/EC)**

Entry/Exit checklists and reviews are the formal means of validating stage containment. The E/EC-review is a formal process, where the completeness of documentation is checked. The reviews are implemented to create and cultivate a consensus about the work that needs to be done by the different teams in the program. E/EC checklists are therefore developed in conjunction with the opening / planning of every individual teams work plan and work packages of the **ABC Program**.

### **Testing**

Testing will be structured in a logical fashion such that:

individual test phases are created

each phase has a specific objective and can be executed independently

subsequent test phases assume prior testing was complete, thus avoiding repeated test of same subjects

testing is very formal and repeatable.

This model supports stage containment, in that it establishes a confirmation of correct results as early as possible.

The detailed Testing approach and procedures, together with standards, procedures and approaches of System Investigation Reports and Problem Management is documented and managed by the **ABC Program** team responsible for Testing.

For additional information, refer to “ABC Program Testing Procedures Manual”.



## Quality Management (External)

Internal quality policies and techniques are expected to be the primary means of assuring quality and success in program results. It is recognized, however, that external check may also be necessary.

### ***ABC Company Acceptance Test***

The ABC Company's and the consulting organization's standards and procedures for Acceptance Testing will be described in a separate document as part of the contractual arrangement between the **ABC Program** and ABC Company. This document will describe who will do the test, when and how.

### ***THE CONSULTING ORGANIZATION - Quality Assessment (QA)***

The Consulting Organization may perform independent reviews with experienced individuals within the firm. These Management Reviews may be conducted on a periodic basis, for example, every three months. The results will be documented in writing and will be available to the entire **ABC Program** management, ABC Company and the consulting organization. Documentation will take the form of a brief status memo, as seen by the reviewer, and include recommendations on how to deal with issues and risks, or how to proceed with particular subjects.

The process includes review of key work products (deliverables) and individual discussions with team members and management. It can be used further to include key stakeholders of the program, based on the request of sponsoring organization management.

As with any other review in the **ABC Program** it is not the intent to have the QA performing tasks that are within the responsibility of program management. The objective is to have a second opinion ("peer review") on the highest level of program management.

### ***Other External Reviews***

The **ABC Program** is open to allow for further external reviews (e.g. audits) that may be desirable/necessary from the sponsoring organization's point of view. Such reviews are particularly relevant where a key stakeholder expectation needs to be monitored during the development process by representation of that stakeholder.



## Quality Metrics and Continuous Process Improvement

### Quality Metrics

Management at all levels of the program will collect and monitor quality metrics on a regular basis. The metrics used on the ABC Program must be easy to interpret and use in order to understand and improve the quality of the development process.

The following are preliminary metrics recommended for ABC Program.

Metric	Calculation	What is measured	Actions (where / what)
<i>Schedule. vs. Complete deliverables</i>	Schedule. vs. Complete deliverables per week and cumulated	quality of planning, workload, efficiency	replanning, new responsibilities
<i>A issues per interest group</i>	Number of A Issues per interest group and week	quality of deliverables, efficiency of reviews	none
<i>Average review turnaround</i>	Turnaround time in days for a reviewed deliverable	workload of reviewers	re-organize review process
<i>Average review duration</i>	Average time in hours needed for a review per type	efficiency of reviews per type	re-organize review process
<i>Estimate at Completion (EAC) vs. original budget</i>	EAC vs. budget for ongoing and completed tasks.	Productivity, quality of estimates	Training, Re-estimating/re-planning. Reorganize review process
<i>Errors per test phase</i>	Number of errors for each test phase	Quality of deliverables, efficiency of test phase	Reorganize test process, reorganize review process
<i>Number of Problems</i>	Closing of Problems in time per classification	areas with many Problems and solution time	Re-staffing and training

### Continuous Improvement Processes and Techniques

Quality metrics and quality reviews will identify problems. These problems must be dealt with quickly and with the action necessary to correct them. Many of the techniques described in this section are thus related to activities designed to help increase the level of involvement of all members of program in Continuous Improvement activities.

The techniques and processes described in this section are the following:

- Broadcast Communication
- Lessons Learned Workshops
- CI Opportunity Management
- Quality Action Teams
- CI Recognition Program
- Expert Assessments
- Stakeholder Satisfaction Survey



**Sample Project Work Plan**

Business User Satisfaction Survey  
 Team Member Satisfaction Survey  
 Program/Project Status Reports  
 Metrics Reporting

The following details each of the processes, presenting the purpose or goal, the proposed participants and the frequency of each process. However, it is not necessarily the case that all these processes will be implemented.

**Broadcast Communication**

Process	Purpose/Goal	Responsibility / Participant	Tools	Frequency
Broadcast Communication	To communicate an important message related to Continuous Improvement to a member of the program team.	QMT. Communication Team.	Communication Plan. Communication Vehicles.	Per schedule / as needed.

**Process:**

The success on a daily basis relies on the participation of all members of the program team. Active participation of team members in assuring the quality and excellence of the tools used, the processes followed, and the fashion in which the teams and program is organized, is both necessary and invaluable for success. In order to build this participation, messages should be developed to convey specific messages and communicated at the appropriate time and via an appropriate medium to the target audience of the message. Communication messages should be developed according to a predetermined communication plan in coordination with the program’s communication management team.

**Inputs:**

Communication Plan.  
 Objective and Audience.

**Outputs:**

Message

**Lessons Learned Workshops**

Process	Purpose/Goal	Responsibility / Participant	Tools	Frequency
Continuous Improvement Workshop	To review the completion of one phase of the Methodology and identify CI Opportunities.	QMT. Project Manager. Project Team.	Workshop Facilitation.	End of each Phase.

**Process:**

Lessons Learned Workshops are an integral part of the System Building Process and of the Continuous Improvement Framework. Their main objective is to review the quality of the



**Sample Project Work Plan**

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development process and thus provide direct input into the Continuous Improvement processes.

Lessons Learned Workshops should be scheduled between the Project Leader and QMT for the end of each phase. The Workshop should include the key members of the project team, plus any other members of the program who actively participated in the project.

Prior to the workshop, the member of the QMT who is to facilitate the workshop should review the output of QA Reviews (cf. Quality Plan) of that phase, the work plan and a random selection of deliverables produced by the project in order to get a basic understanding of how the standard methodology was used in the project.

The Lessons Learned Workshop itself should take between two to four hours. The suggested facilitation approach is as follows:

On a wall (for example, using a white board or pin-board) depict the standard planning chart and the meta-model (deliverables) for the phase.

Ask the project leader to briefly describe the actual tasks and deliverables completed following the planning chart and actual project work plan. Annotate the standard planning chart and meta-model accordingly.

Facilitate a brainstorming session in which each participant identifies issues that were encountered. These should be written on "Post-Its" and the stuck on either the relevant task of the planning chart or the deliverable of the meta-model.

Next provide each participant with a number of High, Medium or Low (9, 5, 1) votes, which they should then place on the identified problems in order to prioritize them.

Discuss proposed solutions and identify possible quick hits.

Estimate costs for the proposed solutions identified.

Produce a list of actions.

Following the Lessons Learned Workshop, the member of the QMT should write-up the conclusions of the meeting and enter the results into the CI Feedback database.

**Inputs:**

For each Workshop the following is required:

QA Review Results.

Work Plan.

Standard Methodology Planning Chart and Meta-Model.

Meeting Room and Facilities.

**Outputs:**

The outputs of the Workshop will typically include:

Meeting Minutes.

CI Opportunities (prioritized together with proposed solutions, quick hits, and estimated costs).



Sample Project Work Plan

Team Member Feedback

Process	Purpose/Goal	Responsibility / Participant	Tools	Frequency
Team Member Feedback	Obtain timely and pertinent feedback on all aspects of the development environment, and track these in an organized and effective manner.	Team Members. (QMT)	CI Feedback Database	As Needed

**Process:**

It is the duty of all team members to document any issues or concerns related to the quality of the terms performance, be that related to the processes, standards, tools or available resources being used. The formal method used by the QMT for obtaining team member feedback is based upon the Groupware / Publishing System which is used within the development environment.

**Inputs:**

CI Opportunity form  
 CI Proposed Solution form.

**Outputs:**

CI Opportunity entry in the CI Feedback Database.  
 Proposed Solution entry in the CI Feedback Database.  
 Development Environment Change Request(s).

CI Opportunity Management

Process	Purpose/Goal	Responsibility / Participant	Tools	Frequency
CI Opportunity Management	To track and respond to the identified CI Opportunities in a timely and effective manner.	QMT	CI Feedback Database. CI Opportunities Status Report. Change Requests.	Twice Monthly.

**Process:**

All identified CI Opportunities are captured and managed by the representative of the QMT responsible for Continuous Improvement.  
 A Status/Metrics Report is produced on a biweekly basis highlighting the current status of CI Opportunities (and Proposed Solutions) and the CI Actions identified. The report is reviewed by the QMT during a meeting that takes place twice a month.

**Inputs:**

CI Opportunities Status/Metrics Report



**Outputs:**

QMT Action Plan  
 Updated CI Opportunities.  
 Change Requests.

Quality Action Teams (QATs)

Process	Purpose/Goal	Responsibility / Participant	Tools	Frequency
Quality Action Teams (QATs)	The purpose of the QAT is to identify possible solutions to a CI Opportunity in response to a defined CI Action.	QMT, QAT.	CI Feedback Database.	As Needed.

**Process:**

As project members are the people closest to the problems and opportunities for improvement with the program’s development environment, Quality Action Teams (QATs) are defined as virtual teams brought together for a short period of time in order to brainstorm upon possible solutions to an identified CI Opportunity.

The Quality Co-coordinator periodically will post volunteer sheets for participation in QATs to address specific quality improvement areas identified in the CI Feedback Database for which no obvious Quick Hit solution has been identified. The QAT will then be charged with researching the subject area and delivering recommendations to the QMT and Program Management. If the recommendations are approved, the QAT may also be responsible for implementing the recommendations. In general, however, the expectation is that the recommendations will correspond to specific actions or change requests directed at teams or components within the development environment.

Once the recommendations have been completed the QAT will then cease to exist. In general, in order to ensure that the activities of QATs are as productive as possible, QATs will be encouraged to look for “Quick Wins” and their work should be time-boxed and deliverable focused in order to maximize results and minimize cost. For example, in a best-case scenario the life of a QAT may be simply the duration of a 2 to 4 hour brainstorming workshop facilitated by a member of the QMT.

Given the structure and objective of a QAT, it is thus possible for a number of different QATs to exist at a given time each of which working on the resolution of different performance gaps within the development environment.

**Inputs:**

CI Action

**Outputs:**

Meeting Minutes.  
 CI Proposed Solution(s).  
 Change Requests.



Sample Project Work Plan

Recognition Program

Process	Purpose/Goal	Responsibility / Participant	Tools	Frequency
Recognition Program	To reward and thus encourage the participation of members of the program team in the continuous improvement of the development environment.	QMT/PMO.	CI Feedback Database.	Every Quarter.

**Process:**

The purpose of the recognition program is to recognize work well done by individual members of the team.

On a quarterly basis a monetary award or gift certificate will be provided to the individual (or team) generating the best inputs to the CI program during the given period.

**Inputs:**

CI Opportunities and CI Proposed Solutions created during the period (CI Feedback Database and Reports).

**Outputs:**

Recognized Team Member and/or Team.

Expert Assessment

Process	Purpose/Goal	Responsibility / Participant	Tools	Frequency
Expert Assessments	Ensures quality services and delivery of value. Reviews performance against plan with respect to cost, schedule, and risk.	Expert / QMT	Assessment Form / Checklists	Per schedule.

**Process:**

Expert Assessments are facilitated by Checklists and Assessment Forms, which defined capabilities which should normally be included in an ideal Development Environment. An example is the Capability Assessments carried out by assessors certified by the Software Engineering Institute (SEI) to do assessments based upon the Capability Maturity Model (CMM) for Software Development.

**Inputs:**

For each review the following documentation is also required:

Assessment Form and Guidelines

Previous Assessment Memorandums and documentation

Quality Plan

Other Current Quality Initiative Documentation (e.g. Continuous Improvement Metrics and Deliverables)



Sample Project Work Plan

Quality Assurance deliverables (e.g. Entry/Exit Criteria Checklists, Peer Review Documentation)

Project Description Documents (Overview, Objectives, Scope, Deliverables, Risk Assessment, Status Reports, Work Plan and Issues)

**Outputs:**

The outputs of an Assessment will typically include:

Assessment Memorandums

Updates to the Quality Plan

Stakeholder Satisfaction Survey

Process	Purpose/Goal	Responsibility / Participant	Tools	Frequency
Stakeholder Satisfaction Survey	To understand how satisfied stakeholders are with program management and to obtain feedback on how to correct any problems. Ensures quality services and delivery of value. Evaluates the relationship with the stakeholders, services delivered and the value of solutions.	Program Management. / Representatives	Stakeholder Satisfaction Survey Form	Yearly (or after every major milestone, per schedule, see below)

**Process**

Program Management will survey stakeholders after the completion of a major deliverable or sub-project. Results are reviewed with the major stakeholders and then shared with each team. Follow-up findings with an action plan for addressing deficient areas will be developed by the Program Management Office and distributed.

Stakeholder surveys will be utilized for three distinct areas:

Program development activities,

Deployment activities,

Satisfaction with the solution delivered.

This technique will be the key mechanism for assessing and tracking stakeholder satisfaction, however it should not be viewed as the only way of obtaining input on satisfaction. Team members should continually seek feedback from stakeholders as part of their day-to-day interactions. This is an effective mechanism for obtaining timely feedback and displays the program’s interest and commitment in delivering quality. The one drawback of the stakeholder surveys is that they can be considered as “after the fact”, i.e. they gauge satisfaction with something that has already been delivered or has already occurred. To address this drawback, all of the stakeholder surveys will be timed to gather feedback early in the delivery of a product or service so that the program has an opportunity to make adjustments based on the feedback.



The stakeholder surveys that relate to program development activities will focus on the stakeholder satisfaction with their involvement with the development effort. These include issues such as whether stakeholders feel they have the right level of involvement in the development effort, does the team actively seek their input, do the stakeholders feel that they are informed regarding the program's plans and status, etc. The results of the survey information will be used to improve the approaches and processes that the program is using to interact and work with the program's stakeholders.

Stakeholder surveys for deployment activities will focus on the rollout of the business capabilities to the stakeholders. This includes quality of training, quality of the communication regarding deployment activities, effective roll-out of new roles and responsibilities, meeting committed milestone dates, etc. Again, the results of the survey will be used to improve the approaches and process for deployment of the business capabilities.

The final area that the stakeholders will be surveyed on is the quality of the solution being delivered by the program. This includes effectiveness of defined business processes, effectiveness of the reward system, ability of the solution delivered to process business volumes, correctly functioning information systems, etc. If the program still has capabilities that are scheduled to be delivered, the results of this survey will be used to improve the processes used to develop these business capabilities. In all cases, the feedback from this survey will be fed back to the area responsible for the current maintenance and future enhancements for the business capability.

Stakeholder surveys will be used extensively on the program. They will not only be used to gauge stakeholder satisfaction, but it will also be utilized to update and fine-tune stakeholder expectations that are part of the program's quality goals. In all cases, the surveys will be timed early in the process to allow the program an opportunity to improve its processes. Consistent scales will be used over the duration of the program. The rating scales will be the basis for development of stakeholder satisfaction metrics that will be reported on a periodic basis. The rating basis will remain the same over time to allow for stakeholder satisfaction trends to be developed.

**Inputs:**

Satisfaction Survey (Template)

**Outputs:**

Completed Satisfaction Surveys

Consolidated Results and Conclusions



Sample Project Work Plan

Application User Satisfaction Survey

Process	Purpose/Goal	Responsibility / Participant	Tools	Frequency
Application User Satisfaction Survey	To obtain feedback from the users of a specific application developed by a project of the program.	System Manager(s). Application Users	Application User Satisfaction Survey Form	Project Dependent

**Process**

Application User Satisfaction Surveys will be used at key milestones during the deployment and subsequent use of a system developed by the program to its end users. The objective of the survey is to measure Application Users' satisfaction with the end system that was delivered and the manner in which it was delivered to them.

The process for implementing Application User Satisfaction Surveys is similar to the process described for Stakeholder Satisfaction Surveys, except that the survey is done on a system-by-system basis and is organized by the project manager responsible for the deployment of the system and/or the system support manager responsible for the production system support.

**Inputs:**

Satisfaction Survey (Template)

**Outputs:**

Completed Satisfaction Surveys  
Consolidated Results and Conclusions

Team Member Satisfaction Survey

Process	Purpose/Goal	Responsibility / Participant	Tools	Frequency
Team Member Satisfaction Survey	Ensures appropriate quality initiatives are communicated and delivered to project team members. Reviews performance against plan with respect to communication, timely performance appraisals and openness to ideas. Measures project team satisfaction and identifies potential areas for improvement	Quality Co-coordinator. Team Members.	Team Member Satisfaction Survey Form.	Every three months.



**Process:**

Team member surveys will be utilized to gauge the satisfaction of all the team members of the program. Using this quality approach recognizes that the satisfaction of the program’s team members is an important factor in the program being positioned to deliver quality to the program’s stakeholders.

The team member surveys will deal with the team’s satisfaction with their roles and responsibilities, their opportunity to develop skills and advance in the program, their assessment of the quality management approach, their assessment of the program and projects positioning to deliver quality results, etc. The purpose of the survey is for management to obtain feedback on how the individual team’s members feel about their role in the program as well as their assessment of the program. In essence, this is a way that management can gauge the “temperature” of the team. As with the stakeholder survey, this technique is not meant to be in lieu of day-to-day interaction within the program team members. Management has a responsibility for continuously seeking team member input and suggestions. Conversely, all team members have a responsibility for communicating to management any concerns, ideas or suggestions that they have.

Team member surveys will be conducted on a quarterly basis. Rating scales will be used so that team member satisfaction can be assessed and reported in the form of metrics. Consistent rating scales will be used over the life of the program so that trends can be tracked. Results of team member surveys will be published to the team along with comments from the management team interpreting the results and outlining potential improvements in the project based on the team member feedback. The results of the survey are another valuable input that allows the program to continuously improve.

**Inputs:**

Satisfaction Survey (Template)

**Outputs:**

Completed Satisfaction Surveys  
Consolidated Results and Conclusions

**Program and Team Status Reporting**

The metrics and reporting standards and procedures used by the program are documented in detail in the MDM Stds, Procs and Approaches database. For a list of all relevant annexes to the Program Quality Management Approach, please refer to section 8.

**Directory of Annexes and Documents**

The following list of documents, outlines, relevant attachments/annexes to the Program Quality Management Approach. Some originate from the ABC Program management and are maintained by the Program Management Office; others originate from specialist teams within the program, such as the Testing Management team or the Technology Infrastructure team. In all



cases, copies of these standards, procedures and approaches can be found within the MDM databases.

### ***Stakeholders and Expectations***

XYZ Global Program/ABC Program, Stakeholders and Expectations

### ***Business Case***

XYZ Global Program Business Case, Final Version 1, 15<sup>th</sup>, May, 1997.

### ***Scope Management***

ABC Program Contact.

ABC Program and Program Team Scope Documents

Work Breakdown Structure (WBS)

### ***Program Organization***

Organization Breakdown Structure (OBS)

Organization Chart

### ***Methodologies***

Method R/3, LMN Consulting

METHODOLOGY, LMN Consulting

PMC (Program Management and Control), ABC Company

### ***Program Management Office***

Quality Management Approach (QMA)

Program Quality Management Approach

Program Metrics

Program Reporting Procedures and Standards

Document Reviews Procedures and Standards

Scope Management Procedures and Standards

Change Control Procedures and Standards

Issue Management Procedures and Standards

Risk Management Procedures and Standards

Team Meeting Procedures and Standards

Quality Action Teams (QATs)

MDM Quick Reference Guide

### ***Development Team Management***

Quality Standards and Procedures

Specs, Functional Designs, Procedures for Prototyping

Production System Support - Responsibilities / Procedures /SLAs

Functional Design and Version Control

Functional Design - Check Lists

Interface Support Guideline

Construction Policies and Techniques for Detailed Design and Programming

Construction Policies and Techniques for Technical Design and Assembly Test



***Technology Infrastructure Management***

Development Environment Standards and Policies.  
Server Data Backup, et al.

***Migration/Release Management***

Configuration Management Plan  
Version Management and Change Control  
Migration/Release Procedures.

***Test Management***

Quality Policies, Standards, Techniques and Tools  
System Test Planning and Approach  
Testing Validation Strategies and Approach  
System Investigation Requests (SIRs) / Problem Management Procedures



# **Program Communication Plan**

for the

## **XYZ Program**



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**Documentation Control Sheet**

During the course of the project it may be necessary to issue amendments or clarifications to parts of this document. This form must be updated whenever changes are made and should be filed inside the front cover of the new or amended document.

Vers. No.	Affected parts of document	Summary of Change	Prepared By	Date	Reviewed/ Approved By	Date



## 1. Introduction - Program XYZ Communication Plan

The purpose of the Program Communication Plan is to provide an overall framework for managing and coordinating the wide variety of communication that will directly or indirectly take place as part of the program. It addresses communicators, audiences, messages, communication channels, feedback mechanisms and message timing, and creates a mapping between all six. Such a framework will ensure that Program XYZ provides relevant, accurate, consistent information to the organization at all times. Without this it will be very difficult to achieve the required level of support.

The Communication Records in Appendix A detail the communicators, audiences, messages, communication channels, feedback mechanisms and timing for each communication event. The Communication Schedule maps these records onto a calendar by audience group.

The program manager will appoint a Communication Process Owner to develop the communication materials and to support the delivery of communications. The Process Owner will also verify distribution of communication materials. An additional and important task for the Communication Process Owner is the measurement and analysis of the effectiveness of the Program Communication Plan.

Actual delivery of many of the communication messages will be through designated 'communicators' - presenting and facilitating briefing sessions, delivering communication locally and soliciting local feedback. The resources required to develop the communication materials and to support the delivery of communications will be included in the work plan for the specific materials.

## 2. Experience and Best Practices

From program team experience and from communications best practices, a number of common principles emerge which should be followed to ensure successful communication. These have been used in defining the Program Communication Plan to support Program XYZ. They are described in the following table.

**Table 1 - Communication Principles**

PRINCIPLE	REASON
Credibility	Without a credible communication approach or credible communicators, individuals will simply not believe in the end goal.
To involve not inform	Promotes ownership of the program, feeling a necessary part of the program
Communicators whom people trust/respect	If the staff does not trust or respect the communicators, the messages 'fall on deaf ears'.
Visible management support	<i>Active</i> management commitment gives credibility to communication. Must be seen to demonstrate support.



Face-to-face communication	Audience is involved, communication is two-way and provides a feedback mechanism.
To avoid information 'overload'	Too much information leads to confusion and irritation. Accurate and timely information is key.
Consistent messages	Inconsistency loses credibility in the program. Without consistency, audiences are confused and frustrated about what to expect.
To repeat messages and vary mechanisms	The more ways a message can be communicated, the more likely it is to be internalized. Using different mechanisms ensures repetition without individuals 'switching off'.
To create demand: Encouraging team to <i>pull</i> for information, rather than management <i>pushing</i> it at them.	Ensures buy-in to the change.
Tailor communication to audience needs: Give information which <i>audience</i> wants, not what <i>you</i> want to tell	Makes information 'real' to the audience. The audience is more likely to listen if the information is pertinent to their current frame of reference.
Central co-ordination	Ensures consistent approach.
Manage expectations	Encourages audience to believe in what you to tell them. Preparing shows you understand their needs.
Listen and act on feedback	Encourages support in the approach by being responsive to the needs of the audience. Ensure approach meets changing audience needs.

### 3. Elements of Communication

The following outlines our approach to identifying the communication elements to support Program XYZ.

#### 3.1 Audience Groups

Audience groups for Program XYZ can be broken down in a number of different ways: program team, program sponsors, internal stakeholders and external stakeholders. Clearly, most people belong to a number of potential audience groups some of which overlap and/or have different concerns/priorities.



