COMMUNICATION MANAGEMENT PLAN

VITAL RECORDS
VRISM PROJECT

1/10/2017

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REVISIONS

REVISION	DESCRIPTION OF CHANGE	AUTHOR	EFFECTIVE DATE
v1	Initial document upload to TBSM intranet site	BSD Team	09/28/12
V2	First Draft	VR Leadership	1/10/17

INTRODUCTION

This Communication Management Plan sets the communications framework for the VRISM Project. It serves as a guide for communications throughout the life of the project. ***This is a working document*** and will be updated as communication needs change. This plan identifies and defines the stakeholders of VRISM Project with whom it is critical to communicate. It also contains the ***Communication Matrix*** (Appendix A) which maps specific messages to stakeholders or stakeholder groups. The items captured on the Communications Matrix are then built into the Schedule.

PURPOSE AND OBJECTIVES

The purpose of all VRISM Project communication is to:

- Promote awareness of and excitement for the VRISM Project
- Ensure adoption of the responsibilities and actions assigned to each stakeholder, and
- Encourage two-way communication about the VRISM Project between the project team and Office of Vital Record stakeholder groups

STAKEHOLDER COMMUNICATIONS REQUIREMENTS

A sample of the communication needs of VRISM Project stakeholders are identified and are presented in the Stakeholder Communications Requirements table below. The analysis includes all project team member roles and responsibilities, including their communication responsibilities. In addition, the requirements of the non-project team stakeholders are also captured.

Sample VRISM Stakeholder Communications Requirements

Role	Description	Communication Needs	Communication Responsibilities	Name/Group
Project Team Stakeholders				
Executive Sponsor	Champions the project; provides high level vision	Thorough understanding of Project Charter and Project Management Plan Up-to-date Project Status Project Risks and Responses Project issues and obstacles Sponsorship-specific communications tactics/techniques Communications should be presented in summary format unless the Project Sponsor requests more	Provides guidance and direction for key communication strategies Communicates business vision Communicates high-level issue resolution decisions Approves and/or delivers strategic project communications	Lori Ferranti Mike Newman Leslie Humphreys Richard Long

Role	Description	Communication Needs	Communication Responsibilities	Name/Group
Project Team Stakeholders				
		detailed communications		
Business Sponsor	The role of the Business Sponsor is to provide guidance and direction for key business strategies. The Business Sponsor answers the business-driven question, "Why are we doing this?" and ensures that all stakeholders know and understand the answer.	Thorough understanding of Project Charter and Project Management Plan Up-to-date Project Status Project Risks and Responses Project issues and obstacles Sponsorship-specific communications tactics/techniques Communications should be presented in summary format unless the Project Sponsor requests more detailed communications	Communicates the resolution of business policy issues Communicates issues needing escalation and business decisions to executive levels Provides input into issues resolution alternatives before they are brought to executive levels Deliverables Provides Office of Vital Record communications resource	Dr. Lori Ferranti, and Senior Vital Records Management
Senior Project Director	The Senior Project Director owns and drives the solution delivery process. He/she mobilizes and uses the project team to complete the project successfully. This role is responsible and accountable for the overall planning, execution and control of the project, including communication.	Business vision from Executive Sponsor Immediate notice of business decisions, policy changes, etc. that could impact execution of the project Status from project team leadership Communication initiatives, artifacts, review and approval processes	Oversees the implementation of the project on a daily basis, working with the project work stream leads (such as OCM Lead) to ensure consistent communication Responsible for clear, timely, documented, correct communication with project team and executive leadership Communicates project progress and directions to the project team and Sponsors	Cliff Morrison
Non-Project Team Stakeholders				
VRISM Users	Vital Records Staff are responsible for efficient and accurately answering questions about the VRISM program. They use the VRISM system constantly and are evaluated on their speed of response to customer questions.	Project progress updates Benefits of new system System implementation dates Training dates	Participates in focus groups and new system demonstrations. Provides feedback to project team members. Reads communications and performs tasks accordingly.	VR Staff, County Health Department Staff, End Users for Electronic Registration
Field	Field Representatives/Trainers	Project progress updates	Participates in Field	

Role	Description	Communication Needs	Communication Responsibilities	Name/Group
Project Team Stakeholders				
Representatives/Trainer	are responsible for efficient and accurate training, including verification and validation of submitted information for user initiation, determining eligibility, and processing requests. This group is responsible for and evaluated on quantity and quality of training, based on requests for training on the VRISM system.	Benefits of new system System implementation dates Training dates Access to VRISM Project intranet site (SharePoint).	Representative focus groups and new system demonstrations. Leads and provides primary and follow up training information. Provides feedback to project team members. Reads communications and performs tasks accordingly.	

COMMUNICATIONS ASSESSMENT & ANALYSIS

The communication related to the VRISM system currently consists of a webpage (https://www.tn.gov/health/article/vr-vrism) and has included engagement with stakeholders including state funeral home association meetings and presentations to local health departments. Communication has been limited by a lack of definitive dates for delivery of a workable software solution in prior years but now considerable progress has been made allowing for the department to significantly expand its communication to both internal and external stakeholders.

Communications Matrix

The VRISM Project Communication Management Plan includes an assessment and analysis of the Office of Vital Record's existing communications that impact the project's stakeholder populations. The result of this assessment and analysis is recorded in the ***Communication Matrix*** (Appendix A), along with a numerical rating of the effectiveness of each communication item based on feedback from Office of Vital Records personnel. This rating allows the VRISM Project team to take advantage of existing Office of Vital Records communication vehicles for project-related communication.

The analysis of VITAL RECORDS communications found that communications are delivered mainly orally and are undocumented. This causes some confusion in the employee population since word-of-mouth is the least effective means of delivering messages. Since there is no one person dedicated to ensuring state-wide communication effectiveness, most of the information the employee base needs to be successful is left to leadership to "trickle down" through the management/supervisory level. Often these leaders, managers and supervisors forget to share the information or fail to provide context for the message due to their own workloads.

To help the Tennessee Department of Health's leaders disseminate information about the project more effectively, the Project Director team lead will ensure careful documentation of all meetings and be responsible for editing and ensuring consistency in project communication. They will also provide leader talking points for critical updates to Tennessee Department of Health employees regarding project progress.

The analysis of current Tennessee Department of Health communications also found that both Tennessee Department of Health leader meetings and the Tennessee Department of Health's Sharepoint site were the most effective as delivery vehicles for disseminating messages that invite positive action and behavior. The VRISM Project will take advantage of these methods to disseminate project-related information.

The VRISM Project communication needs will also require development of new communication vehicles to ensure that critical project-related messaging reaches the appropriate stakeholder groups. As the project identifies and creates these vehicles, they will be added to the Communication Matrix (Appendix A).

COMMUNICATIONS DESIGN

The Project Director team lead will identify the project's communication needs, create Tennessee Department of Health ownership for the messaging, and add communication deliverables to the Communication Matrix.

There are two broad stakeholder groups and two categories of communication in this Project:

- Stakeholder Groups
  - Project Team Communications.
  - Stakeholder Communications.
- Communication Categories
  - Recurring Communications which are regularly-scheduled and generally provide updates and status on project activity
  - Triggered Communications which are created when certain events occur. These trigger events can be anticipated (e.g., milestone dates met) or unanticipated (e.g., project delays caused by changing legislation). The anticipated trigger events are entered into the Communication Matrix. Unanticipated trigger events are only added to the Communication Matrix after the communication response has been delivered for project documentation purposes.

Thoroughly considering the messages the project needs to deliver over the course of the project life cycle, the stakeholder groups' needs for information, and ensuring consistency in messages delivered via training and change management initiatives is critical to reducing confusion, non-productive tasks/activities, and resistance to change.

The Communication Matrix for VRISM Project (Appendix A) includes the structure for project team communication, as well as a framework for non-project team stakeholder communications.

Project Team Communication Design

The Project Director is responsible for the smooth, efficient execution of the project. Key to his or her ability to ensure timeliness and quality before, during and after a project is effective and planned project communications. The Project Director sets the guidelines and "rules" for project communications. These guidelines should include directions for how/when to report status, the process to escalate risks and/or questions for project leadership consideration, meeting rules such as requiring agendas and meeting minutes, the approval process for non-project team stakeholder communications, etc.

It is important for the Project Director to fully understand the communication needs of the project team stakeholders, including the Project Steering Committee (PSC). The Project Director should also explore every available delivery vehicle to take advantage of the abundance of media currently on the market via the department's communication office (in cooperation with the Steering Committee). The more variety of message delivery, the better it will be absorbed and remembered.

The Project Director will take a proactive role in ensuring effective communications for the VRISM Project. The communications of VRISM Project team members will include status reporting, "all-hands" team meetings in which the health of the project and requests/requirements of the Project Steering Committee or project leadership are reviewed, and ad hoc communications, via email, meetings, reports and/or conference calls as appropriate.

The Project Director also ensures that the communication infrastructure for the project team is created. For example he/she will ensure that the Tennessee Department of Health establishes an email distribution list of all project team members, appropriate Tennessee Department of Health intranet access is provided, and a project team contact list is created.

Non-Project Team Stakeholder Communication Design

The Office of Vital Records Director works closely with the Project Director to set communication standards, analyze stakeholder communication needs, determine the approach for communicating ad hoc information, identify available delivery vehicles, and determine standard responses to triggered events. *All formal project communications to stakeholders must be approved by the Executive Sponsor*.

There are several communication opportunities to reach, educate, and gain buy-in and support from stakeholders of the VRISM Project. Since the project team is also a stakeholder group, they are sometimes recipients of the same communications as non-project team stakeholders. Taking advantage of these opportunities and timing the release of communications appropriately is vital to insuring a successful project. For VRISM Project, following are some of the ways that

VRISM Project will achieve information sharing, action and project acceptance from its stakeholders:

- VRISM Project Branding
- Role-Specific Communications
- Multi-media Supported Communications (video/audio, social media)
- Mini polls and surveys
- Newsletter articles
- Change Champion talking points and presentations
- Frequently Asked Questions
- Sponsor/Leader talking points and presentations

Recurring Communication Design

The Project Director and Office of Vital Records Director should identify recurring communication needs and use branded templates to provide consistency of messaging across all stakeholder groups. Unfounded rumors can negatively impact many well-conceived projects. Project leadership must determine the information that they will gather and disseminate on a regular basis. This information sharing can include weekly status reports, processes for reporting risks, processes for obtaining answers to questions and issues vendor/contract processes, reports, etc.

The recurring communications identified for VRISM Project are described below and documented in the Communication Matrix (Appendix A).

- Project Steering Committee Meetings – status updates, risks and responses, issues and resolution, budget updates, etc. To be held weekly throughout the life of the project.
- VRISM Sponsor Meetings - status updates, risks and responses, issues and resolution, budget updates, etc. To be held weekly throughout the life of the project.
- Project Leader Team Meetings – status updates, schedule slippage, new risks and responses, issues, etc. To be held weekly throughout the life of the project.
- Project Meetings – high-level project reviews, issues, sponsor messages. To be held monthly throughout the life of the project.
- VRISM Project News – stakeholder updates, schedule updates, progress report, frequently asked questions, etc. Published via Tennessee Department of Health and VRISM Project intranet sites monthly, then weekly closer to implementation.

Triggered Communication Design

The Project Director or Office of Vital Records Director will document all anticipated trigger events for VRISM Project and build appropriate shell communications to deliver agreed-upon messaging about the trigger event. Similarly, the Project Director or Director, Office of Vital Records will create the processes necessary to quickly execute responses to unanticipated trigger events. Being prepared in this way can prevent project delay or reputational damage caused by a delayed response or lack of response. Known trigger events are documented in the Communications Matrix with processes to handle non-anticipated trigger events documented in the Communications Standards.

DEVELOP COMMUNICATIONS

The VRISM Project's Communication Objectives are:

- To promote awareness of and excitement for the VRISM Project
- To ensure adoption of the responsibilities and actions assigned to each role
- Reduce negative effects of rumors and/or misinformation about the project in the stakeholder populations
- Increase stakeholder population participation in the project

To ensure smooth information flow within the project team itself, the following SharePoint site has been created as the project's document management software. In addition, the project will adhere to the Communication Standards documented below.

In the SharePoint site, project team members can access presentations, the Project Charter, the Project Management Plan and other project-related documentation to inform their work.

A VRISM Project intranet site has been created for all stakeholders and is easily accessed from the Tennessee Department of Health's intranet home page. It will contain the following:

- Introduction to the project
- Project team directory
- Frequently asked questions
- Artifacts
- Future-state business process flows
- VRISM Project monthly newsletter
- Project Plan (in MS Project and PDF)

As stakeholder communication needs grow other items will be added to the page (implementation schedule, conversion instructions, etc.).

COMMUNICATION STANDARDS

The standards generally include templates, logos, intranet/project team site development, processes and forms for project team leadership or team members to use to communicate messaging needs to the Project Director or Director, Office of Vital Records, etc. These standards are documented and will be made available through the VRISM Project Sharepoint site.

Templates

The PSC and Project Leadership will need to have approved the following set of templates and other artifacts for VRISM Project stakeholder communications:

- VRISM Project logo
- VRISM Project email signature
- VRISM Project MS Word Document template
- VRISM Project MS PowerPoint Slide design template
- VRISM Project SharePoint site
- VRISM Project Share Drive and file naming conventions
- VRISM Project Intranet Site (external stakeholders) (Adobe AEM)

Communications Approval Process

The following communications approval process has been approved by project leadership and is also documented in the Communications Standards document.

1. Project Team member identifies needed message, target audience, preferred delivery method and timing.
2. Project Team member completes Communication Request.
3. Project Team member forwards completed Communication Request Form to Director, Office of Vital Records.
4. Director, Office of Vital Records assigns editor and validates message, audience, delivery method and timing.
5. Once message is completed and prepared for delivery, Director, Office of Vital Records presents draft communication to Project Director, other project team leaders, and/or the PSC for approval.
6. Project Leadership approves publication.
7. Director, Office of Vital Records publishes, sends or arranges for delivery of communication.

All of these items, in addition to more specific instructions for their use, can be found under the Communications folder on the VRISM Project SharePoint site.

Approved Delivery Vehicles

Many Tennessee state government agencies have their own communication vehicles, norms and guidelines. A delivery vehicle is simply the medium through which communication is delivered (newsletter, email, web-based training, focus group, town hall, etc.). There are numerous delivery vehicles available and each has its purpose, advantages and disadvantages. A list of delivery vehicles, in what situations to consider using them, their benefits and disadvantages is provided in the Delivery Vehicles chart (Appendix B). It is up to the Project Director and others on the project leadership team to determine which delivery vehicles the project will use. The Project Director will work with the Tennessee Department of Health communications personnel, to assess all available vehicles and to create guidelines for how the Tennessee Department of Health can handle project communication most effectively.

VRISM Project anticipates using several delivery vehicles for effective communication. Below is a list of the delivery vehicles this project will employ to educate, inform and solicit input from stakeholders.

- Conference calls using a bridge line and GoToMeeting/Adobe Connect for requirements elicitation, team updates, testing planning, etc. where not all essential participants are centrally located.
- Emails from the VRISM Project mail box to make general announcements and to solicit just-in-time feedback, receive and answer questions from stakeholders.
- Electronic collateral will include on-line "how to" pdf files, Frequently Asked Questions and Answers, toolkits, newsletters, certificates, links to web-based training, etc. These will be accessible via the VRISM Project SharePoint site as well as the Tennessee Department of Health intranet site(s) as applicable.
- Multi-media products to include videos, animation, podcasts, web-based training, training environment, UAT environment, demo environment.
- Events including VRISM Project Sandbox exercises, Kick-off events in large geographic offices as rollout progresses, executive/leadership presentations during road shows or town halls, lessons learned sessions.

EVALUATE COMMUNICATIONS

As noted in the Communications Matrix, regular, candid feedback from the target audience and Tennessee Department of Health leadership is critical to successfully executing the overall Communication Management Plan. Therefore, the following evaluation plan was developed to measure the value of the project's communication efforts. The project will use three methods to extract feedback from target audience members receiving communications in order to measure and evaluate the effectiveness of the communications.

1. Real-time Tennessee Department of Health leadership, Project Steering Committee (PSC), SME feedback
2. Formal surveys/evaluations to the target audience members
3. Quick Pulse survey to obtain feedback from target audience members immediately after a communication is released

GUIDELINES FOR MEETINGS

Included in this template is a resource to help project team members conduct and participate in project meetings (Appendix C).

PROJECT TEAM DIRECTORY

If possible, it is always preferable to tie Project Team directories to the email and SharePoint system so that information is continually up-to-date as changes are made via the already-existing email system administration function. It is especially helpful if the Project Team Directory is available, via a link, on the Project Team intranet site. A directory is critical to a comprehensive communications strategy. One that is automatically updated and can be accessed electronically is preferable to a paper copy.

ACCEPTANCE

Approved by:

_____ Date: _____
<Approvers Name>
VRISM Project Executive Sponsor

_____ Date: _____
<Approvers Name>
VRISM Project Business Sponsor

_____ Date: _____
<Approvers Name>
VRISM Project Director/Manager

_____ Date: _____
<Approvers Name>
VRISM Project Stakeholder

APPENDIX A – COMMUNICATION MATRIX

Column Heading Definitions/Descriptions

Communication Deliverable: The communication artifact/message itself
Target Audience: The receivers of the communication
Objective: The reason for delivering the communication
Frequency: Indicates reoccurring or one-time-only communication delivery
Delivery Vehicle: Indicates the method of providing the information
Owner: The originator of the communication content
Effectiveness: Audience perception of the effectiveness of the communication (its content, delivery, clarity, etc.)

VRISM Project Communication Matrix

As of 1/10/2017

Communication Deliverable	Audience	Description	Desired Outcome or Behavior	Delivery Vehicle	Author	Review and Approval	Sender/ Facilitator	Timing	Effective-ness (scale of 1-5 with 5 being most effective)
REOCCURING – CURRENT STATE									
Tennessee Department of Health business status, updates and decisions	All Tennessee Department of Health personnel	Information on Tennessee Department of Health metrics, goals, objectives, progress toward goals, project news, etc.	Leaders share best practices, settle issues, identify risks and responses, improve processes	Tennessee Department of Health Leadership Meeting	Commissioner or Assistant Commissioner	n/a	Commissioner or Assistant Commissioner	Bi-Weekly	4
TENNESSEE DEPARTMENT OF HEALTH News	All Tennessee Department of Health personnel	Information on Tennessee Department of Health metrics, goals, objectives, progress toward goals, project news, human interest stories, information on process changes, legislative changes, etc.	Tennessee Department of Health's leadership team provides content; Tennessee Department of Health personnel read news and stay up-to-date on project progress; increased excitement	e-Newsletter on Tennessee Department of Health website	Tennessee Department of Health leaders (assistants)	Commissioner or Assistant Commissioner	Tennessee Department of Health Communicatio n Leader	Monthly	5
Tennessee Department of Health Employee Dialogue	Tennessee Department of Health members	Executive-level information sharing sessions on "hot topics"	Group informed and involved; incorporates new rules or requirements into daily work; increases employee morale	Town Halls and/or WebEx	Tennessee Department of Health Communication Leader	Tennessee Department of Health Leaders	Tennessee Department of Health Leaders	Quarterly	3
TRIGGERED – CURRENT STATE									
Legislative Updates	Tennessee Department of Health members	Detailed updates on legislation and changes in processes	Tennessee Department of Health members follow revised processes	Alerts in email and posted on Tennessee Department of Health Intranet Site followed by team meetings	Tennessee Department of Health Communication Leader and regulation SME	Tennessee Department of Health legal team and Commissioner	Tennessee Department of Health Communicatio n Leader	As needed	5
REOCCURING – PROJECT									
Project Steering Committee Meetings	PSC members, PD, Executive Sponsor, Business Sponsor	Executive-level leadership meeting to share status, seek answers or help	Challenge status, provide resources, offer decisions, remove barriers	PSC meetings; sometimes pre-read documents	Project Director	Exec Sponsor	Project Director	Bi-Weekly	4

VRISM Project Communication Matrix

As of 1/10/2017

Communication Deliverable	Audience	Description	Desired Outcome or Behavior	Delivery Vehicle	Author	Review and Approval	Sender/ Facilitator	Timing	Effective-ness (scale of 1-5 with 5 being most effective)
Project Team Leader Meetings	Project leads, Project Director	Team leads share status, challenges, concerns, obstacles, etc.	Team seeks solution to problems, issues	Project Leader Team Meetings; reports	Project Director	n/a	Project Director	Weekly	3
Project All-Hands Meetings	All project team members	Status updates, celebrate progress, discuss next steps, review upcoming changes	Team members take responsibility to maintain or increase progress toward milestone goals	Project All-Hands Meetings; status reports; celebratory certificates	PD or Director, Office of Vital Records	Project team leads	Project Director	Quarterly	3
VR News	All project team members and non-project stake-holders	Project status, system benefits, human interest stories, etc.	Project team provides content; non-project stakeholders read news and stay up-to-date on project progress; increased excitement	e-Newsletter on Project and Tennessee Department of Health websites	PD or Director, Office of Vital Records	Exec Sponsor or proxy	Project and/or Tennessee Department of Health webmaster	Monthly	3
TRIGGERED – PROJECT									
Project Milestone Met	All project team members	Milestone description; congratulatory content; implications/impacts; next steps	PD and appropriate team lead/PM provide content; project team members energized by success or organized for risk response	PowerPoint deck; talking points	PD or Director, Office of Vital Records	Project Director, Exec Sponsor or proxy	Project Director, Exec Sponsor or proxy	date anticipated from project schedule	4
Two-week plan to pilot "go live" (repeated each phase).	Project team members supporting pilot "go live"; pilot stake-holders; PSC	Instructions, timing, logistics of all pre-pilot activities	Pre-pilot tasks completed	Pre-Pilot Instruction Manual(s)	PD or Director, Office of Vital Records	PD, Exec Sponsor or proxy, pilot site leader	Project Director, Pilot site leader	date anticipated from project schedule	5

APPENDIX B – DELIVERY VEHICLES & MEDIA

Delivery Vehicle/Media	Advantages	Disadvantages
Meeting & Conference Materials	Brands messaging to large audience; advertising.	Paper-based and easily discarded
Speeches	Shows support for initiative if delivered by Sponsor or respected Influencer; can motivate/inspire	Temporary "high"; if not delivered by respected individual, can fall flat and be counter-productive
Road Shows	Offers non-project team stakeholders the opportunity to see something tangible rather than just read information; reduces anxiety if done well; best if done in context of a business process	Can be expensive, technically challenging, risk of instability if script not thoroughly tested prior to implementation; could make the change about the system rather than a change in business process with the system as a tool
Employee Forums	Offers the opportunity for employees to assuage their curiosity with questions; promotes inclusion in the change and thus can promote trust	If not well facilitated, the forum could become a "gripe session"; all questions/comments cannot be scripted nor anticipated; risk of creating, rather than decreasing, anxiety and erode trust
Brochures	Graphics appeal to visual learners; can tell a story and be more memorable than a large communication; color and movement in graphics can create excitement	Paper-based and easily discarded; graphics or messages can become confused if not concise enough
Electronic manuals/help	If searchable and intuitive to use, can help new users feel more confident	If not written within context of the job end users are trying to do, is less than helpful; avoid overly-technical language
Videos/Self Instructional material	Can be watched on individual's personal time table; multi-sensory experience enhances message retention; can provide motivation and a sense of fun to relieve anxiety	Can be expensive to produce a quality product; some end users might not be capable of watching videos on-line and producing DVDs can be time consuming; professional graphics, music and concise messaging are critical for the message to be retained
Newsletters	Consistently delivered updates covering wide variety of business related, as well as technology related content; graphics can cause excitement; if "pushed" may have enough readership for message to be accepted; can be delivered in paper or on-line	If not already consistently delivered, may not get noticed; should not be the only delivery vehicle for messages
Frequently Asked Questions	Way to proactively answer questions that can be anticipated; non-threatening way for any stakeholder to ask a question and have it answered without repercussion; answers can reach entire stakeholder population; project team can use the questions to determine topics about which the end users might be anxious	If published in paper, quickly obsolete, leading to outdated information out in the field; if questions are not answered in a timely fashion, can erode trust in the project and cause anxiety
Signs/Posters	Excellent, inexpensive, constant reminders that the change is coming; can be motivating; picture can evoke emotion and	Though relatively inexpensive, excellent graphics/photos can add costs; all stakeholders may not be in a workplace

Delivery Vehicle/Media	Advantages	Disadvantages
	tie current project to overall strategy	with walls upon which to hang signs
Facilitated Group Meetings/Training Sessions	Promotes inclusion and ownership among stakeholders; allows discussion of sensitive issues in a safe environment; promotes decision-making and action planning; promotes understanding of all stakeholders' perspectives	If not facilitated tightly by an impartial, objective, trained facilitator, can devolve into conflict and/or non-action; can waste time and damage the reputation of the project
Project Team Intranet Site	Promotes open, documentable communication among project team members; large announcements can be distributed real-time; depending on content, can be motivational and promote high performance team behaviors; content does not have to become obsolete	If not kept up-to-date, becomes a liability; cannot force the project team members to review the site frequently
Stakeholder Intranet Site	Perfect for sending change messages, project status, calls for participation, lessons learned, frequently asked questions, benefits achieved, problems resolved, etc.	If not kept up-to-date, becomes a liability; cannot force the project team members to review the site frequently

APPENDIX C - GUIDELINES FOR MEETINGS

Meeting Agenda
Meeting Agenda will be distributed at least 1 business day in advance of the meeting. The Agenda should identify the presenter for each topic along with a time limit for that topic. The first item in the agenda should be a review of action items from the previous meeting.

Meeting Minutes
Meeting minutes/notes will be distributed within 2 business days following the meeting. Meeting minutes/notes will include the status of all items from the agenda along with new action items and the Parking Lot list.

Action Items
Action Items are recorded in both the meeting agenda and minutes. Action items will include both the action item along with the owner of the action item. Meetings will start with a review of the status of all action items from previous meetings and end with a review of all new action items resulting from the meeting. The review of the new action items will include identifying the owner for each action item.

Meeting Chair Person
The Chair Person is responsible for distributing the meeting agenda, facilitating the meeting and distributing the meeting minutes. The Chair Person will ensure that the meeting starts and ends on time and that all presenters adhere to their allocated time frames.

Note Taker
The Note Taker is responsible for documenting the status of all meeting items, maintaining a Parking Lot item list and taking notes of anything else of importance during the meeting. The Note Taker will give a copy of their notes to the Chair Person at the end of the meeting as the Chair Person will use the notes to create the Meeting Minutes.

Time Keeper
The Time Keeper is responsible for helping the facilitator adhere to the time limits set in the meeting agenda. The Time Keeper will let the presenter know when they are approaching the end of their allocated time. Typically a quick hand signal to the presenter indicating how many minutes remain for the topic is sufficient.

Parking Lot
The Parking Lot is a tool used by the facilitator to record and defer items which aren't on the meeting agenda; however, merit further discussion at a later time or through another forum. A parking lot record should identify an owner for the item as that person will be responsible for ensuring follow-up. The Parking Lot list should be included in the meeting minutes.