Enquiry Management System
Project

Communication Plan
## 1.0 Document Control

### 1.1 Revision History

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Author(s)</th>
<th>Reason for Change</th>
</tr>
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<td>0.1</td>
<td>05/11/2007</td>
<td>T. Day</td>
<td>1st Draft</td>
</tr>
<tr>
<td>0.2</td>
<td>06/11/2007</td>
<td>T. Day</td>
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<td>0.3</td>
<td>07/11/2007</td>
<td>J. Magee</td>
<td>3rd Draft</td>
</tr>
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<td>0.4</td>
<td>27/02/2009</td>
<td>K. Howley</td>
<td>Updates, as highlighted</td>
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</table>
Table of Contents

1.0 Document Control .................................................................................................................................. 2
   1.1. Revision History .......................................................................................................................... 2
2.0 Purpose .................................................................................................................................................. 4
3.0 Background and Context ..................................................................................................................... 4
4.0 Goals and Objectives ........................................................................................................................... 4
5.0 Communication Principles ................................................................................................................. 5
6.0 Communication Roles and Responsibilities ....................................................................................... 5
   6.1. Communication Matrix ................................................................................................................ 6
7.0 Methods of Communication ............................................................................................................... 7
8.0 Measurement and Evaluation .............................................................................................................. 8
2.0 Purpose

This document outlines the communication strategies to be adopted by the Enquiry Management System (EMS) Implementation project and the processes of communication in support of the project.

The goal of this communication plan is to facilitate the achievement of the EMS implementation through the provision of relevant information to stakeholders and interested parties. It identifies those parties with an interest in the project and the means, frequency and modes by which the ACU community will be kept informed of the activities of the project.

The strategies outlined ensure that all parties:

- receive periodic updates relating to the projects' progress;
- are given the opportunity to provide input and feedback on issues that effect the project; and
- have access to timely and relevant information.

The communication plan will be reviewed and updated as the project develops and progresses.

3.0 Background and Context

The implementation of EMS will be a staged process commencing with the development of a knowledge base and “Question & Answer” search facility, initially for current students and staff and in later stages for prospective students. The system will also provide email and telephone support functionalities.

As the project will require development and implementation of data interfaces between the EMS Knowledgebase/s, the ACU National website, myACU and other internal systems (eg Microsoft Outlook), it is important that effective working relationships with both ITCS and the Student Systems Division are developed and that clear divisions of responsibilities are established as a part of the project.

As the system progresses, it will be extremely important for the Project Manager and the Project Officer to work closely with stakeholders to develop additional knowledge bases and business practices that govern the ‘ownership’ and maintenance of the knowledge bases and interactions with ‘clients’.

Within this context, and under the direction of the Manager, IRM, the Project Officer will develop the product, policies, guidelines and processes which will guide both the implementation project and the ongoing development and management of the software and the eService Centre product.

As a consequence, it is critical that users (especially students and those directly involved with students on a daily basis) are engaged in the implementation processes. Constructive collaboration is required to identify and manage the expectations of the ACU community and it is imperative that stakeholders are involved.

Furthermore, it is important that the ACU community is aware of the institutional goals behind the objective and the approach to the implementation.

4.0 Goals and Objectives

The goal of this communication plan is to assist in facilitating the successful implementation of the EMS through the management of critical relationships and expectations. By informing and collaborating with users and the ACU community, the effectiveness of the project is enhanced and potential risks are minimized.
Core communication objectives are to provide stakeholders and the ACU community with timely and easily accessible information regarding:

- The project goals, objectives, approach, phases and status.
- Forums and opportunities to participate in the project implementation process.

5.0 Communication Principles

The following major principles will guide communications during the project:

- Communication will be succinct and informative, and will provide the vehicle for stakeholders and the University community to understand the project objectives and to identify the benefits of the project.
- Stakeholders and interested parties will be provided with opportunities to participate and provide input and feedback to the Project Team.
- Communications will be integrated and coordinated across all identified suitable media and other methods.
- Communication will be timely, appropriate and cost-effective.

6.0 Communication Roles and Responsibilities

The communication matrix (below) provides a framework to identify key communication roles and responsibilities. The Project Manager and Project Officer are primarily responsible for project communication.
### 6.1. Communication Roles and Responsibilities Matrix

<table>
<thead>
<tr>
<th>Communication Initiator</th>
<th>Communication Responsibility</th>
<th>Stakeholder</th>
<th>Frequency</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steering Committee</td>
<td>• Resolves issues</td>
<td>Project Manager</td>
<td>6-8 weekly</td>
<td>• Steering Committee meeting</td>
</tr>
<tr>
<td></td>
<td>• Communicates completion of a project task and authorises movement into the next task</td>
<td>Project Manager</td>
<td>As required</td>
<td>• Steering Committee meeting</td>
</tr>
<tr>
<td>Project Manager</td>
<td>• Arranges appropriate communication methods and manages content about the project to different stakeholders as appropriate</td>
<td>Steering Committee, User Reference Group, and other interested parties</td>
<td>As required</td>
<td>• Email&lt;br&gt;• Meetings&lt;br&gt;• Telephone&lt;br&gt;• Newsletters</td>
</tr>
<tr>
<td></td>
<td>• Prepares project documentation</td>
<td>All stakeholders as appropriate</td>
<td>Ongoing and regular</td>
<td>• Project documentation</td>
</tr>
<tr>
<td></td>
<td>• Presents project briefings&lt;br&gt;• Supports two-way communication</td>
<td>All stakeholders as appropriate</td>
<td>Ongoing and regular</td>
<td>• Briefings&lt;br&gt;• Meetings</td>
</tr>
<tr>
<td>Project Manager &amp; Project Officer</td>
<td>• Provides clear, relevant and timely information to key stakeholders on a frequent basis&lt;br&gt;• Develops change management program, including training</td>
<td>Steering Committee, User Reference Group.</td>
<td>Ongoing updates, at least monthly</td>
<td>• Regular stakeholder updates&lt;br&gt;• Project Team meetings&lt;br&gt;• Project documentation&lt;br&gt;• Emails</td>
</tr>
<tr>
<td></td>
<td>• Provides updates on Project Status via “Projects” website and newsletters</td>
<td>All stakeholders as required</td>
<td>Ongoing updates, at least monthly</td>
<td>• Newsletters&lt;br&gt;• Website</td>
</tr>
<tr>
<td>Project Team</td>
<td>• Communicates project status and progress&lt;br&gt;• Raises concerns and issues&lt;br&gt;• Prepares project documentation</td>
<td>Project Manager and Project Officer</td>
<td>As required</td>
<td>• Team meetings</td>
</tr>
<tr>
<td>User Reference Groups</td>
<td>• Test and review proposed implementation/changes to process/functionality&lt;br&gt;• Raises concerns, issues</td>
<td>Project Manager/Officer and Project Team</td>
<td>As required</td>
<td>• Meetings and/or Focus Groups</td>
</tr>
</tbody>
</table>
7.0 Methods of Communication

Communication methods will include:

1. Scheduled Meetings
   Scheduled meetings will include:
   • The Project Team will meet on a weekly basis.
   • The Steering Committee will meet on a six- to eight-weekly basis.
   • User Reference and/or Focus Group/s will meet as required.
   • The Student Administration Leadership Team (SALT) meets at least monthly.
   • The Project Team will meet formally and/or informally with Talisma representatives as required.

2. Presentations
   Project presentations will occur from time to time and will be used as a forum for delivering information about the objectives and processes of the implementation project and for gathering feedback.

3. Training
   While the system will be self-directed, interactive and user friendly for students, training for staff, particularly those dealing directly with students, is considered a critical part of the change management and communication strategies. Training will be provided in various forms relevant to the target audience.

4. Project Website
   Regular information, including the project goals, objectives, approach, phases and status, forums and opportunities to participate in the implementation process will be posted on the Project Website.

5. Email
   A project specific email account (AskACU@acu.edu.au) has been established for project specific communications, including feedback, between the Project Team, stakeholders and the ACU community. The Project Manager will also utilise staff and student email accounts to provide initial information about the project implementation and to advise of new information posted on the Project Website.

6. Student Specific Strategies
   Student specific strategies will include:
   • Campus/Student Centre based posters
   • Advertising message on emails received from Student Centres
   • Advertising message on Student Centre voicemail
   • Information/advertising on ACU National website
   • Information/advertising on the Student Connect Noticeboard
   • Student Centre promotion of AskACU via a T-shirt campaign
   • Information/advertising message in Orientation Week and Starting at ACU National booklets
   • Information/advertising on free promotional USBs
8.0 Measurement and Evaluation

The outcomes expected from this communication plan are:

- a well informed audience
- audience participation
- strengthened audience collaboration and networking
- project accountability
- the alignment of the project with user and community requirements.

Critical success factors (including partnerships, project support, user participation, positive feedback and schedules being met on time) will be routinely monitored by the project manager.