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| |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | |  | |  | | --- | | **Cover Sheet** | | **Prepared By** |  |  |  |  |  | | --- | --- | --- | --- | | **Name** |  | | | | **Signature** |  | | | | **Email** |  | **Phone:** |  |  |  | | --- | | **Manager / Project Manager** | | Staff managing projects must have training and /or skills that match he demands of the project level. All projects as a minimum should be managed by a project manager who has achieved competencies at the Certificate IV in Project Management level or holds equivalent knowledge and experience. |  |  |  |  |  | | --- | --- | --- | --- | | **Name** |  | | | | **Signature** |  | | | | **Email** |  | **Phone:** |  |  |  | | --- | | **Endorsed by Project Sponsor (Deputy Secretary or Deputy Commissioner)** |  |  |  |  |  | | --- | --- | --- | --- | | **Name** |  | | | | **Signature** |  | | | | **Email** |  | **Phone:** |  |  |  | | --- | | **Endorsed by Senior Supplier / Asset Custodian** |  |  |  |  |  | | --- | --- | --- | --- | | **Name** |  | | | | **Signature** |  | | | | **Email** |  | **Phone:** |  |  |  | | --- | | **Endorsed by Asset Owner** |  |  |  |  |  | | --- | --- | --- | --- | | **Name** |  | | | | **Signature** |  | | | | **Email** |  | **Phone:** |  |  |  | | --- | | **Stakeholder Endorsement** |  |  |  |  |  | | --- | --- | --- | --- | | **Name:** | **Signature:** | **Department:** | **Date** | |  |  |  |  | |  |  |  |  | |  |  |  |  |  |  | | --- | | **PCG Endorsement** |  |  |  |  | | --- | --- | --- | | **PCG** | **Date** | **Minutes Doc Reference** | |  |  |  | |  |  |  | |  |  |  |  |  | | --- | | **Version Control** |  |  |  |  |  |  | | --- | --- | --- | --- | --- | | **Version #** | **Doc Reference** | **Author** | **Comments** | **Date** | |  |  |  |  |  | |  |  |  |  |  | |  | | |
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| |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | |  | **5. Communications plan** |  | |  |  |  | |  | Now that we have a better understanding of who our stakeholders are, we can develop a Communication Plan. The Communication Plan gives us a planned, structured approach to our communications and ensures that all the key stakeholders are consulted on their areas of interest and concern. |  | |  |  |  | |  | ***Key Messages*** |  | |  | Consider the key messages that you want to reinforce in your communication. These will obviously be different for each project/change initiative; some examples being: |  | |  |  |  | |  | |  | | --- | | * The new gadget will provide a safer environment for operational staff * There are benefits for corporate staff from adopting the new technology * There will be no staff reductions as a result of the new methodology | |  | |  |  |  | |  | ***Channel*** |  | |  | It is important to consider multiple channels for communication. ‘Change by Email’ is rarely effective. Communication channels include: meetings; newsletters; project briefs; emails; teleconferences; one-on-one; etc. Consider the channel that will be most useful for the audience and the message you are trying to convey.  Step 1: Copy stakeholders from the "Stakeholder Analysis" worksheet into the Stakeholder Name column. Step 2: Against each stakeholder determine what their interest in the project is, and enter it in the "Key Interests and Issues" column  Step 3: In the third column "Key Messages" add some key messages that will form the basis and theme of communication with the stakeholder. Think about your audience and consider why they should care about this message?  Step 4: Complete the remaining columns. Only broad information is required here - it isn't a granular plan - the next worksheet "3. Engagement Schedule" has that information. |  | |  | space |  | |  | | Date | Project Phase | Stakeholder / Audience | Internal / External | Activity / Trigger | Key Messages | Channel, tool, method | Responsible | Designated Spokesperson | Approval | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | 5/11/2021 | Initiation Phase | Stakeholder /Audience Test | Internal | Trigger | Test Key Messages | Testing | Responsible Test | Designated Spokesperson Test | Yes | |  | |  |  |  | |  | **Types of activity for project phases** Initiation Phase: Announcement of project, initiation of work groups etc. Delivery Phase: Updates, project implementation/progress, key wins etc. Closure Phase: Results, reporting benefits, Decommission of product/equipment etc. |  | | |
| |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | |  | **6. Engagement schedule** |  | |  |  |  | |  | Now that stakeholders, key messages and communication channels have been identified, plan out communication and engagement actives using the Stakeholder Engagement Schedule. This provides a quick snapshot of all communication activities in a calendar form.  A Stakeholder Engagement Schedule has been developed and will be dynamically managed by the Project Manager thought-out the project’s duration.   A copy of the Stakeholder Engagement Schedule is attached as Attachment A: and reference is xxxxxxx. |  | | |
| |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | |  |  |  | | --- | --- | --- | |  | **7. Assessing results and adapting the plan** |  | |  |  |  | |  | A communications plan is not static. It should be reviewed and amended periodically as required with a view to making it as effective as possible.  Some tips to reviewing your plan and assessing its effectiveness are: |  | |  |  |  | |  | |  | | --- | | * Conduct some in-person interviews with your top stakeholders to get a real feel for how they view you and what the issues are. Have they noticed a difference with your communication and do they feel it is working for you and for them? What suggestions do they have to improve it? * If you have key stakeholders together for a meeting or workshop gives them a written questionnaire to fill out, asking them for feedback on the things you want to measure. | |  | |  |  |  | |  | To ensure engagement and communication is effective and achieving the intended results, the following quality assurance activities will be performed throughout the project |  | |  |  |  | |  | |  | | --- | | * Stakeholder meetings * Soliciting feedback and comments on all circulated communications | |  | |  |  |  | | |