



CMS Project Team — Reference Guide

Title: Communication Plan
System(s) Impacted: Policies

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Introduction

The objective of the SJSU CMS Project Communications Plan is to ensure that all SJSU constituencies are fully informed about the project so that they understand:

- What the SJSU CMS project is and why it is important to SJSU;
- How the SJSU CMS project will impact constituents individually and as members of the campus community; and
- How to access detailed information about costs, timing and functionality of the SJSU CMS project and status reports on the implementation.

A proactive approach to communication will provide consistent information that:

- Secures support and buy-in of the SJSU CMS vision of the new administrative systems environment;
- Reduces anxiety and frustration associated with moving to new business processes;
- Maintains productivity during the transition to the new software,
- Overcomes resistance to the implementation; and
- Enables employees to continue focusing on the critical elements of their job during the implementation.

Communication Principles

The Communication Strategy is founded upon effective communication principles. These principles are most directly reflected in specific practices or activities employed by organizations that have been recognized as leading performers. Leading communication practices reflect the fact that the communication process is:

- Viewed as an integral part of the business process;
- Used to build and maintain internal and external relationships; and
- Managed to assure that it adds value to the organization, its key functions and processes.

Goals

The primary goals of the SJSU CMS Communications Plan are to:

- Ensure a clear understanding of the project and end state;
- Ensure an integrated approach of all three PeopleSoft applications;
- Build campus commitment to the vision of the project through involvement of the campus community;
- Provide frequent, visible support of the project from campus project leaders and project participants;
- Manage change through effective communication;
- Ensure effective knowledge transfer to all campus constituencies.

Communications Categories

There are three specific categories of communications:

Internal to the CMS Project

This category involves communications between and among the Executive Sponsor, the Project Director, the Project Management Team, the Steering Committee, the campus functional representatives to the CO, the functional implementation team leads, the implementation teams, and the advisory committees. The goal is to ensure an *integrated* implementation of all three PeopleSoft applications.

- The primary focus of this aspect of communications is to ensure that change decisions are expedited and shared, between and among teams.
- Detailed technical communications, change orders or detailed specifications for campus requested enhancements to the PeopleSoft products are the purview of the Project Management Team. The Steering Committee and the Project Management Team have defined procedures for enhancement requests. The documents describing these procedures are located on the SJSU CMS web site.

External to the CMS Project, Internal to SJSU

This category involves sharing information and items of a more general nature with various SJSU constituencies (those people not working on the SJSU CMS project). The target groups include, but are not limited to:

- President's Staff
- Academic Senate
- SJSU management
- Faculty
- Staff
- Students
- End users

External to SJSU: SJSU Communications to the CO-CMS Project

This category involves formal communications from SJSU to the CMS Project at the Chancellor's Office. These communications include votes on key CMS issues, updates on SJSU's implementation, concerns raised by SJSU constituencies, and responses to inquiries originating from the CO.

Communication Management Methodology

Communication Mechanisms

There are several mechanisms used for communications. However, the overriding principle of SJSU CMS communications is that the SJSU Executive Sponsor and the Project Director, who have the overall responsibility for the project on campus, also have the overall responsibility to engage campus constituencies, *in a proactive manner*, regarding the SJSU CMS Project.

Standards for SJSU CMS documentation are Microsoft Office 2000 (includes Word, Excel, and PowerPoint) and Microsoft Project 2000.

Types of Communications Internal to the SJSU CMS Project

1. SJSU CMS Committee Meetings

- SJSU Project Management meetings are used to validate the project plan, including rollout strategy, backfill and training strategy.
- SJSU Steering committee meetings are used to solicit input on policy decisions on the rollout strategy and campus modifications. Steering committee members will also be the communication liaison to the division they represent. They will present project status reports to their divisions and are, in general, “champions” of the project.
- SJSU Implementation team meetings are used to make functional decisions and to accomplish the implementation steps identified in the project plan.
- SJSU advisory committee meetings are used to solicit input on functional issues when necessary.

2. Project Plan

- The development and maintenance of the SJSU CMS project plan, including resource assignments for each step and activity, is the responsibility of the CMS Project Director. The SJSU CMS project plan represents a detailed description of the steps and activities that must be completed during the project. The plan is a project management tool to allocate resources and measure progress.

3. Status Reports

- Status reports are generated by the SJSU Implementation teams (HRMS, Finance, Student Administration, IT and Project Director) for direct communication to the Executive Sponsor, President’s staff, Steering Committee, other functional implementation teams and advisory committees. Reports are located on the SJSU CMS web site.

4. Meeting Minutes

- All SJSU Implementation team meetings must have minutes. The Team Lead is responsible for producing minutes. Minutes should be concise; they should note the main points in the meeting (including issues) and highlight the action items (including who is assigned to task and when the action is to be completed). The Team Lead will post minutes to an internal file share that all attendees have access to.

Types of Communications External to the CMS Project, Internal to SJSU

5. SJSU CMS Focused Presentations & Demonstrations

- As needed, SJSU CMS presentations are organized to provide face-to-face communication to staff, faculty, students, and other SJSU constituency groups. These forums are used to present project information and progress and may include demonstrations of the PeopleSoft software.

6. SJSU Announcements/Reports

- Various SJSU publications, such as the On Campus, Spartan Daily, VPANEWS, and others, are used to publish announcements and reports regarding the purpose and status of the project.

External to SJSU: SJSU Communications to the CO-CMS Project

7. Official Communications

- The Executive Sponsor and the Project Director are responsible for official communications with the Chancellor's Office regarding the SJSU CMS Project.

8. CO CMS Functional Team Representatives

- SJSU CMS functional representatives have been selected for Human Resources, Financials, and Student Administration. The functional representatives attend CO functional team meetings and make decisions on prototyping functionality, baseline modifications, etc.

Methods of Communications Internal and External to the SJSU

9. Meetings

10. Email and ListServes

- Email is distributed through ListServes to facilitate detailed communication among and between project teams.

11. SJSU CMS Web Site

- The SJSU CMS web site is a public site that can be accessed by anyone internally and externally to SJSU. This web site provides a repository for public project records as well as a vehicle for disseminating information and gathering feedback about the project. Internal and confidential documents will be password protected. The SJSU CMS web site links to the main CMS site for system-wide project information.

12. MySJSU CMS Portal

- The MySJSU CMS Portal is a public site that can be accessed by anyone internally and externally to SJSU. This site provides information for students, staff and faculty, mainly as it relates to self-service.

13. SJSU Publications

- Various SJSU publications, such as the On Campus, Spartan Daily, VPANEWS, and others, are used to publish announcements and reports regarding the purpose and status of the project.