

# ***Realising Project Benefits***

## **Project Communications Strategy and Action Plan for Stages 1 and 2**

Version 0.A (21/11/2007)

### Acknowledgements

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This document has been derived from a template prepared by the Department of Premier and Cabinet, Tasmania. The structure is based on a number of methodologies as described in the *Tasmanian Government Project Management Guidelines*.

For further details, refer to <http://www.egovernment.tas.gov.au>

### DOCUMENT ACCEPTANCE and RELEASE NOTICE

This document is Version 1 (09/08/07) of the *Realising Project Benefits* Project Communications Strategy and Stage 1 Action Plan. This is a managed document. For identification of amendments, each page contains a version number, date and page number. This document is authorised for release once all signatures have been obtained.

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# 1. Introduction

## 1.1. *Document Purpose*

The Communications Strategy for the *Realising Project Benefits* Project is owned, maintained and utilised by the Project Manager and Project Team. The communications strategy will support the aims of the project and assist with utilisation of project outputs. It is the responsibility of the Project Manager and is the 'road map' for enabling effective communication with stakeholders and marketing of the program.

## 1.2. *Intended Audience*

An analysis of the target audience has been undertaken, see Appendix 1. The Communications Strategy will focus on the communications objectives of the project and will be aimed broadly at all stakeholders.

## 1.3. *Background*

The *Realising Project Benefits* Project Business Plan identifies that a Communication Strategy for the whole Project and Action Plan will be developed in Stage One of the Project. The project will be delivered in the following two stages:

- Stage 1: February 2007 to October 2007 focusing on research and professional development and identification of resource development requirements.
- Stage 2: November 2007 to June 2008 focusing on resource development.

### 1.3.1 Project Objective

The objective of the *Realising Project Benefits* Project is to improve understanding and practice, across the Tasmanian Government, in planning for project outcome/benefits realisation and associated organisational change management initiatives.

### 1.3.2 Target Outcomes/Benefits

#### Target Outcome 1

Increased awareness across Government of outcomes benefits realisation and organisational change management practices through the provision of quality resources and information.

#### Target Outcome 2

Improved understanding of the corporate chain of accountability in outcome/benefits realisation (including organisational change management) by Tasmanian Government executives, including senior and middle managers.

## Target Outcome 3

Improved capacity among Tasmanian Government project participants to:

- (a) Identify and document measurable project outcomes and processes to monitor their achievement;
- (b) Effectively plan, with Project Business Owners, for appropriate organisational change to support the realisation of project outcomes/benefits.

## 2. Communication Strategy

This communication strategy will identify and achieve the communications objectives of the Project. The Communication Agenda for this project is to give stakeholders a context for what we are trying to achieve and to stimulate interest in the outputs and to realise the benefits.

### 2.1. Key Messages

2.2.1 Planning for outcome benefits and change management is critical in order to adequately measure and report on the benefits of a project.

Planned outcomes and measures will ensure a project meets agency needs and should be established at the beginning of a project.

2.2.2 IAPPU is focussing effort through the *Realising Project Benefits* Project to improving understanding and practice in outcome/benefits realisation and change management.

2.2.3 Project benefits may not be realised unless your organisation is ready for the change.

2.2.4 Taking accountability for outcomes benefits realisation and change management is critical to realising project investment and value.

2.2.5 Individuals and agencies should work together to integrate processes and approaches to outcomes/benefits realisation and organisational change management.

### 2.2. Communication Tools

The following communication tools have been identified:

#### Information sheet for stakeholders

- Describes and explains the *Realising Project Benefits* Project.
- Communicates the key messages and benefits of the *Realising Project Benefits* Project.

#### *Realising Project Benefits* Better Practice Forums

- Three *Realising Project Benefits* Better Practice Forums for whole-of-government audiences will be conducted.
- Steering Committee Leadership Series

- Three targeted seminars on *Realising Project Benefits* Project in the steering committee role will be conducted.
- Executive Briefing Series.
- Three targeted seminars addressing the corporate chain of accountability in realising project benefits will be conducted for senior management.

### **eGovernment website**

- The *Realising Project Benefits* Project will have its own html page in the Project Activities section of [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au)
- New and updated resources will be published in the Resources and Knowledge Base Sections on [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au)

### **IAPPU's existing communications**

IAPPU's existing communications methods will be utilised to advise stakeholders of Better Practice Forums and new resources as they become available. These include:

- the Project Management List Server;
- the Training Consortium government email list;
- communities of practice;
- existing Better Practice networks.

### **Project Management Advisory Committee (PMAC) Meetings**

Provide regular status reporting of the progress against Projects' milestones and achievements at PMAC meetings.

### **Inter Agency Steering Committee (IASC)**

Provide regular status reporting of the progress against Project's milestones and achievements to the IASC.

### **IAPPU Program and Project meeting**

Provide regular status reports to IAPPU staff through Program and Project Meetings.

## 2.3 Timing of Communications

Appropriate timing of communication is essential to ensure stakeholders understand the *Realising Project Benefits* Project, its progress and direction.

Communication Tool	Timing
Information sheet – <i>Realising Project Benefits</i> Project	June 2007
Web Presence for <i>Realising Project Benefits</i> Project	June 2007
Better Practice Forums/ Briefings and Seminars	February/June / August 2007
Advising agencies of new guides/standards	As required
Project Management Advisory Committee Meetings	Bi-monthly
Inter Agency Program Steering Committee	Bi-monthly
Program Sponsor Meetings	Weekly reporting to Sponsor

### Status Reporting Schedule

Date of mtg	to
13 Feb 07	IASC
10 May	PMAC
14 May	IASC
9 July	IASC
12 July	PMAC
8 Oct	IASC
11 Oct	PMAC

### 3. Stage 1 Action Plan

Target Audience	Communication and Marketing Methods/Key Messages	Aim	Responsibility	Timeframe
<b>Review</b> PMAC IASC Sigma Management Science	<b>Methods</b> Regular reporting  <b>Key Message:</b> 2.2.2	To gain support from IAPPU Project Managers in the Realising Project Benefits  To achieve commitment to ensuring output fit for purpose	Project Manager and Program Team	ngoing
<b>Outcome Impacted</b> Project Participants (see 2.3) Auditor General Treasury (Business Case Development) IASC	<b>Methods:</b> Steering Committee Leadership Series Executive Briefing Series Website information  <b>Key Message:</b> 2.2.1, 2.2.2, 2.2.4	To continually raise awareness and gain assistance with communication activities	Project Manager and Sponsor	End 2007
<b>Providers</b> Forum Presenters Sigma Management Science Gartner Case Study Participants Better Practice Team, IAPPU	<b>Methods:</b> Email correspondence Website information  <b>Key Message:</b> 2.2.2	To provide a service that meets the outcome of the project	Project Manager and Sponsor	End 2008



<b>Target Audience</b>	<b>Communication and Marketing Methods/Key Messages</b>	<b>Aim</b>	<b>Responsibility</b>	<b>Timeframe</b>
<b>Output Utilisation/Project Customers</b> IAPPU staff Tasmanian Government Project Participants	<b>Methods:</b> Better Practice Forums Email correspondence Website information  <b>Key Message:</b> 2.2.1, 2.2.2, 2.2.4, 2.2.5	To be aware of project outputs  To utilise project outputs and therefore improve practice on a daily basis	Project Manager	End 2008
<b>Outcome Accountable</b> IAPPU IASC	<b>Methods:</b> Regular reporting Better Practice Forums Executive Briefing Series  <b>Key Message:</b> 2.2.2	To support the use of the project outputs and realise the benefits.	Project Manager	End 2008
<b>Related Projects/Programs</b> Interoperability Project (IAPPU) IAPPU staff	<b>Methods:</b> Scheduled meetings Email correspondence  <b>Key Message:</b> 2.5.5	To make sure we are working in harmony as a government on these issues.	Project Manager and Sponsor	End 2008

Note: Output development strategy excludes knowledge base examples that will be developed by other projects next iteration of the Communication strategy needs to include strategies for achieving this output

## Appendix 1 Target Audience

Group	Group Description	Stakeholders
Review	<i>Groups/organisations who need to review (or audit) the project and its outputs/outcomes.</i>	<ul style="list-style-type: none"> <li>• PMAC</li> <li>• IASC</li> <li>• Sigma Management Science</li> </ul>
Related projects and programs	<i>Related projects and change activities that will impact upon this project.</i>	<ul style="list-style-type: none"> <li>• Interoperability Project (IAPPU)</li> </ul>
Outcome impacted	<i>Individuals/groups/organisations/related projects who will be impacted by the achievement of the project's outcomes.</i>	<ul style="list-style-type: none"> <li>• Project Participants (see 2.3)</li> <li>• Auditor General</li> <li>• Treasury (Business Case Development)</li> <li>• IASC</li> </ul>
Provider	<i>Groups/organisations who will be required to provide inputs and services to the project.</i>	<ul style="list-style-type: none"> <li>• Forum Presenters</li> <li>• Sigma Management Science</li> <li>• Gartner</li> <li>• Case Study Participants</li> <li>• Better Practice Team, IAPPU</li> </ul>
Output delivery	<i>Groups/organisations responsible for the delivery of the project's outputs.</i>	<ul style="list-style-type: none"> <li>• Better Practice Team</li> <li>• IAAPU staff</li> </ul>
Output utilisation/ Project customers	<i>Groups/organisations who will be required to implement and utilise the project's outputs to enable the achievements of the project's outcomes.</i>	<ul style="list-style-type: none"> <li>• IAPPU Staff</li> <li>• Tasmanian Government Project Participants</li> </ul>
Outcome accountable	<i>Client groups who are the corporate owners/sponsors of the project, supporting the achievement of project outputs and outcomes.</i>	<ul style="list-style-type: none"> <li>• IAPPU</li> <li>• IASC</li> </ul>