Communications Plan

RFID Implementation for Fresh Foods

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Approval of the Communications Plan indicates an understanding of the purpose and content described in this deliverable. By signing this deliverable, each individual agrees work should be initiated on this project and necessary resources should be committed as described herein.

Approver Name	Title	Signature	Date

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1.0 Introduction

This document is the communication plan for the Fresh Foods RFID Implementation project.
It will provide the processes for proactive communication to and from the project manager, team members, Fresh Foods' customers and other stakeholders. It will include communication methods from short informal meetings to mandatory documentation. The project manager will be responsible for maintaining these processes and making changes if necessary. The understanding of all communication requirements and methods of communication will help ensure this project gets accomplished on time and within budget.

2.0 Purpose

The purpose of the communication plan is to provide an understanding of who is suppose to receive information, what information those people expect to receive, when they are to receive it, where the information can be accessed, why they need it, and how they are to provide inputs into the different communication methods . It will also include the format in which the information is to be communicated. This document will ensure the Project Manager and all stakeholders can communicate in the most efficient way possible with the appropriate information.

3.0 Scope

The scope of this communication plan is to provide the method of identifying the project stakeholders. Then the methods of receiving input into what their communication expectations are and how they prefer to receive the information. It will also cover the methods and schedule for those communications. The project related documents needed for the creation of this plan will also be addressed.

4.0 Communication Plan Approach

This section will define in detail the stakeholders of the RFID Implementation of Fresh Foods project. It will show the process of identifying them, and the information needed from each one. This will ensure all stakeholders are considered and help to determine how and what information is communicated to them.

4.1 <u>Stakeholder Analysis</u>

The initial document needed for this assessment is the project charter. It will show the project sponsor, customers, project team members and a few outside organizations that affect or will be affected by this project. After mindmapping the stakeholders, see Appendix 1 and 2, we conducted secondary research on the primary stakeholders from newspapers, institutional reports and publications, and organization annual reports. We then interviewed the major stakeholders and conducted surveys on the rest to find out their opinions on the project and expectations for being informed of the project progress.

Stakeholder Information

The information learned from the interviews and research was then used to add the following categories to each stakeholder on the mindmap.

- Negative (red) impact, or Negative attitude towards project
- Internal or External to the project
- Potential Risk (yellow) – Intended or unattended consequence
- If the above criteria could lead to Financial Impact (!)

4.2 Major Stakeholders Results

This section will show the stakeholders in groups according to the type or level of information they will need communicated to them. Minor changes may be needed for specific personnel on an individual basis, and may change throughout the project. These communication requirements and changes will be tracked and maintained by the Project manager. These details will be covered further in this plan. The different groups are: Steering committee, Project Sponsor, Team member lead, Team member, Supplier, System user & Employee, Community, and Stockholders.

Group 1: Steering Committee

- Members: Corporate Management, Store Owner, Board of Directors,
    - Executive Management
- Role: To make the final decisions on project issues.
- Interest/Influence: High/High, Unsatisfactory results may lead to project termination
- Expectations: For the project to be complete on time and on budget, not interested in details, only interested in the bottom line
- Ways to manage their expectations: Provide simple short documents or dashboard view of overall project. Ensure a link between project objectives and company saving and increase in customers.

Group 2: Project Sponsor

- Members: Project Sponsor (PS)
- Role: To make minor changes in project issues. Liaison between Project manager (PM) and the steering committee.

- Interest/Influence: High/High
- Expectations: For the project to be complete on time and on budget, interested in all details, to be involved on a daily basis. Want to receive most information verbally.
- Manage: PM should conduct brief verbal overview of daily projects and give him access to all details of the project. Any issues not manageable by the PM should immediately go to the PS verbally, with documentation on the project website.

Group 3: Team Member Leads

- Members: Assistant PM, Lead Engineer, Lead Electrician, Lead Carpenter,
- Lead Systems Analysts
- Role: To supervise their team members,
- Interest/Influence: High/Med
- Expectations: To know what jobs are expected for their designated team, be advised of any changes, and to have all correct materials/resources needed on time.
- Manage: The project schedule will provide a majority of their communication needs about project expectations. Provide a format for documenting continuous lessons learned and changes and to view previous issues that may affect their projects. Provide a way to show supplier delivery date/time for resources.

Group 4: Team Members

- Members: RFID & System Engineer, General Contractor, Electrician, Interior Designer, System Analyst, Labeling Team, RFIS System Trainer
- Role: To provide the service required for project completion
- Interest/Influence: Med/Low
- Expectations: To know what jobs are expected of them, be notified of any changes and to have needed resources.
- Manage: Same as Team Member Lead above. Should only be required to come to meetings at affect their work and involve them. Only specific requirements of each individual are needed.

Group 5: Suppliers

- Members: RFID Chip and Scanner Manufacturers, Cart Scale and Grocery Cart Manufacturers, Electronic Equipment Supplier, and Construction materials Supplier

- Role: To provide resources and materials required for project completion
- Interest/Influence: Low/Low, Improper project supply management may lead to costly affects
- Expectations: To know what materials are needed, quantity, and time of delivery.
- Manage: Provide a real time display of resource ordering, location of order and delivery expectations from suppliers. Provide documentation of materials needed and specific requirements that have been approved by project leads, PM and PS.

Group 6: <u>System Users & Employees</u>

- Members: Store Management, Cashiers, Baggers, Stockers, Deli Clerks, Bakery workers
- Role: To use the completed system and inform customers of its benefits and use
- Interest/Influence: Low/Low
- Expectations: Some may be reluctant to change, others such as cashiers and baggers may be afraid of the new system replacing them.
- Manage: Get them involved early on in the system requirements phase. Help them understand the projects purpose. Inform them of the training they will receive. For those being let go, show them how the store will support them in finding another job and any compensation they will receive. They will also need to be told about any safety procedures during the project and store policy and procedure changes.

Group 7: <u>Community</u>

- Members: Customers – Previous, New, Tec Savvy, Technology Impaired
- Role: To use the fast and easy system of paying for groceries
- Interest/Influence: Low-High/High
- Expectations: Some may be reluctant to change; others will embrace the new use of technology.
- Manage: The ones that like the new system will just need to be shown how the process works. The reluctant ones will need to be shown the value, time saving and ease of the system. Personal training, signs and electronic prompts will be needed. Even thought the project is technically done at this point. The success of this project would trigger nationwide use in Fresh Food's stores.

Group 8: <u>Stockholders</u>

- Members: Stockholders
- Role: Keep or buy more stock

- Interest/Influence: High/Med
- Expectations: For the project to increase the stock price.
- Manage: Communicate the benefits of the project. Ensure them of the project status as far as meeting cost and schedule goals. Only provide them overall status of project statistics.

5.0 Distribute Information

5.1 Communications Methods

The communication methods described in the following pertain to project requirements, and the flow and format of materials and facilitation of meetings, which are involved with the project. The store of information held in the repository relates to project deliverables and project inter-communication, and leaves out company-wide communications such as employee staffing, but includes costs and benefits associated with the Fresh Foods RFID Project.

5.1.1 Steering Committee

Steering committee members require interactive communication with the Project Sponsor. This information is broad in nature and can be relayed by the project manager in individual or group meetings to ensure steering committee members have an opinion on the project outcome. An agenda coordinated with project milestones and project updates, will be made for such meetings. Any urgent information will also be communicated interactively via telephone or email. Regular reports will be issued on a push basis enabling steering committee members to review project status. These formal hard-copy reports will be broad in nature and written using an active voice so as to include the steering committee in the process of the project. The sentence structure and word choice will be appropriate in addressing senior management. The reports will be summarized from performance reports limited to work completed during the period, work to be completed next and current status of project risks and constraints.

5.1.2 Project Sponsor

Reports generated from project scheduling software, email, telephone communication, and other interaction with the Project Manager will be furnished to the Project Sponsor to ascertain what information should be passed to the steering committee. Change requests in the form of formal email memos will be approved or disapproved depending on the assessment of the alternatives by the Project Sponsor. The Project Sponsor will have full authorization to the repository of information stored on the Project Web Site where information can be pulled. The Project Sponsor will also have an agenda of interactive meetings with the Project Manager corresponding to the meetings with the Steering Committee.

5.1.3 Project Manager

The Project Manager will keep an accurate running journal on the Project Web Site to enable generation of a lessons learned report at the end of the project. The Project Manager will interact with team members on a weekly basis, including team members involved on the project tasks that week. Information collected at this meeting will then be stored in the project repository web site for performance reports that will be pushed to the Project Sponsor. These reports will include project schedules, forecasts, and other information that may affect the project. The reports will be made hard-copy and sent to the Project Sponsor, but in need of an urgent decision, the reports will be sent electronically as email attachments, to ensure prompt delivery.

5.1.4 Team Members

Team members will be included monthly in “War Room” settings communication. Information collected throughout the project will be supplied to team members on a pull basis, by the Project Manager. Any questions or concerns that team members may have can be raised and information can be supplied by the Project Manager. All requests by team members will be made by formal hard-copy memos, in order to reduce email-reply over usage. These memos will be signed by both the team member and the receiving lead and the Project Manager. In case of a memo from a team lead, it will be signed by the Project Manager. Team members will have limited authority to the project repository web site, as it pertains to their field or task. Team leaders will meet informally with their members during the project life cycle, as the tasks require.

5.1.5 Suppliers

Suppliers will be contacted through formal purchase orders and invoices. All supplier information will be kept in the project repository web site, including contact information, prices, and support. Email or telephone communication with suppliers is acceptable policy. A formal letter should be written for large requests and bids, and a hard-copy of the letter should be kept in a manual file for that supplier. The manual file should also contain any bid information, pricing information, and support information.

5.1.6 Employees, Community, and Other Stakeholders

All other stakeholders will be communicated to with press releases and advertisements, with the exception of employees who will receive priority email about the project. General project information about the status of the project will be available to employees, the community and other stakeholders by a public internet access. The project website will be setup to provide a simple dashboard of the project in a manner that could be understood by the general public.

5.2 Means of Distribution

The following describes how information is stored and retrieved for future use in the history and lessons learned reports, and for use in interaction between stakeholder groups. The format of the communication is included in the description.

5.2.1 Project Web Site

The project web site will be the repository for all project information. This information will be supplied by the Project Manager and Assistant Project Manager as information becomes available through software analysis, informal performance reports, and other project information. This data will be stored online and will be accessed through queries and views built into the system that allow different users specific authorizations. The website will allow all stakeholders to address concerns and post questions. The assistant project manager is responsible for the initial review of external stakeholder concerns. It will also have general frequently asked questions and answers and instructions on how the system will be used once complete.

5.2.2 Meetings

Formal meetings will be held between the Steering Committee and the Project Sponsor in a personal group setting, on a routine schedule. They will be held informally between the Sponsor and the Project Manager on a routine basis, or as necessary. Informal “war room” meetings will be held and conducted by the Project Manager. Informal meetings between the team leaders and their team members will be held on a project life cycle schedule.

5.2.3 Telephone

The telephone will be used as necessary to communicate between all respective parties. This will be used for urgent situations as well as informal suggestions on particular tasks or duties. It will be used for ordering supplies, along with formal purchasing documents.

5.2.4 Email

Email will be used for informal messages or where promptness is required, as in the case of an urgent decision. Since email replies sometimes accumulate, hard-copy memos will be used when appropriate. In the case of informal queries or suggestions, email will be used.

5.2.5 Memos

Memos will be used, and copies will be stored in a manual file, when a change request is made or other formal communication is made. Posters in the employee break room will give general status and updates on the project.

5.2.6 Reports

Formal reports will be made as project milestones are met. These will be taken from information stored in the project repository web site. Reports to the project Steering Committee will be written in the active voice to keep the committee members involved in the project as it is happening. The sentence structure and word choice will be appropriate for addressing senior management. Informal reports may be written on occasion to inform stakeholders of project performance, and should be as precise and current as possible. Lessons learned reports will be drawn from the data in the project repository web site.

5.2.7 Manual File

All hard-copy documents will be contained in a manual file. This includes purchasing information, formal reports, performance reports, change requests, hard-copy memos, and anything that has value to the project or organization.

6.0 Manage Stakeholder Expectations

The first step to ensuring that stakeholder needs and issues have been met, will initially be resolved by the project manager ensuring all communication plan details are addressed. If there happens to be a stakeholder outside of the stakeholder register, the project website will be a way they can mention their concerns. The issues log will also be managed online. The project goals and signs describing the ease and benefits of the project will be placed on displays around the store and on the website. All concerns will be received with respect and dealt with in a quick fashion, whether it is in person or through the website. The internal stakeholders will be encouraged to post their opinions and concerns about the project and an open door policy will be in effect with the project manager. The project manager will ensure the information and method of communication required by the stakeholders from the stakeholder analysis will be met, and will make changes to original expectations if asked. These changes will be documented and applicable communication methods will be adjusted to ensure all project members are aware.

7.0 Report Performance

Performance reports will be delivered to various project stakeholders throughout the duration of the project. The complexity and type of information will vary depending of the role of the recipient. In addition the frequency and presentation of the different types of performance reports will be appropriate to the content. The PM is responsible for ensuring the report is prepared, however they may assign the preparation and/or presentation to staff. Table 1 details the performance reports required by this project.

Table 1. Performance Report Requirements

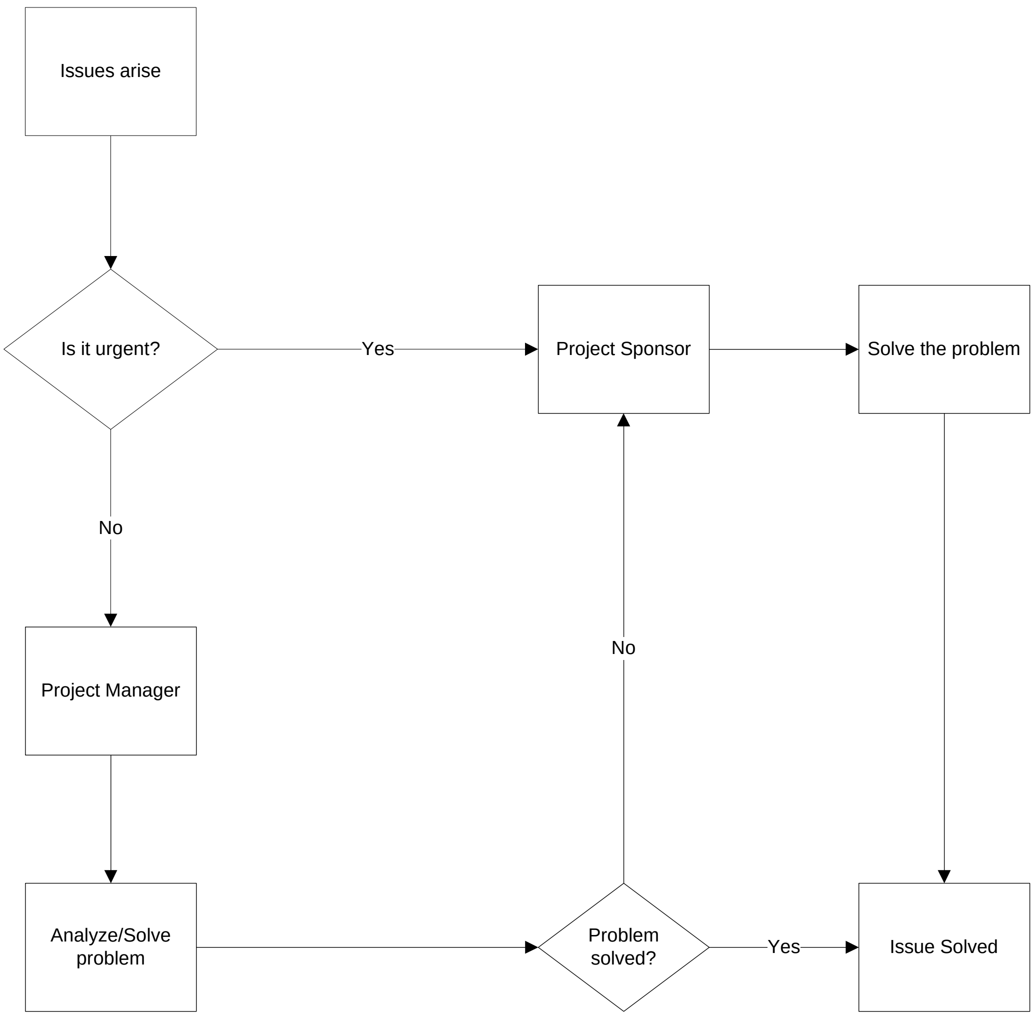
Report Name	Recipients	Included Information	Presentation	Frequency
Status Report	• Steering Committee • Project Sponsor • Team Member Leads • Team Members • Suppliers • System Users & Employees • Community • Stockholders	General over status of the project.	Email and Website	Weekly (Every Friday)
Schedule Status	• Steering Committee	Detailed report of all part of the	In person presentation.	Monthly

	• Project Sponsor • Team Member Leads	project affecting the schedule. Includes report of work completed during current period and summary of work to be completed in next period.		
Budget Status	• Steering Committee • Project Sponsor • Stockholders	Detailed report of the project finances.	In person overview presentation. Detailed spreadsheets delivered via email.	Bi-Monthly
Quality Status	• Steering Committee • Project Sponsor • Team Member Leads	Detailed report on project quality. Information will be gathered via PM inspections and information reported by team leads.	Email	Bi-Weekly
Training Status	• Steering Committee • Project Sponsor • System Users & Employees • Community • Stockholders	Report containing the status and any issues regarding the training required to implement the project.	In person presentation for Steering Committee and Sponsor. Web-cast available for other recipients.	Weekly, once the training phase has begun.
Lessons Learned	• Steering Committee • Project Sponsor • Team Member Leads • Team Members • Suppliers • System Users & Employees • Stockholders	Detailed report covering the lessons learned during the course of the project.	Email	Once at conclusion of the project.

8.0 Escalation Procedures

When issues arise, immediate action should be made. If the issue is urgent, the Project Sponsor will be notified via email. A follow-up phone call can also be made to ensure that the notification has reached its destination. If the issue isn't urgent, the Project Manager is responsible to resolve any issues that might affect the project. If the Project Manager cannot resolve the problem, he or she is required to alert the Project Sponsor about the issue. The Project Sponsor will then be responsible to resolve the problem.

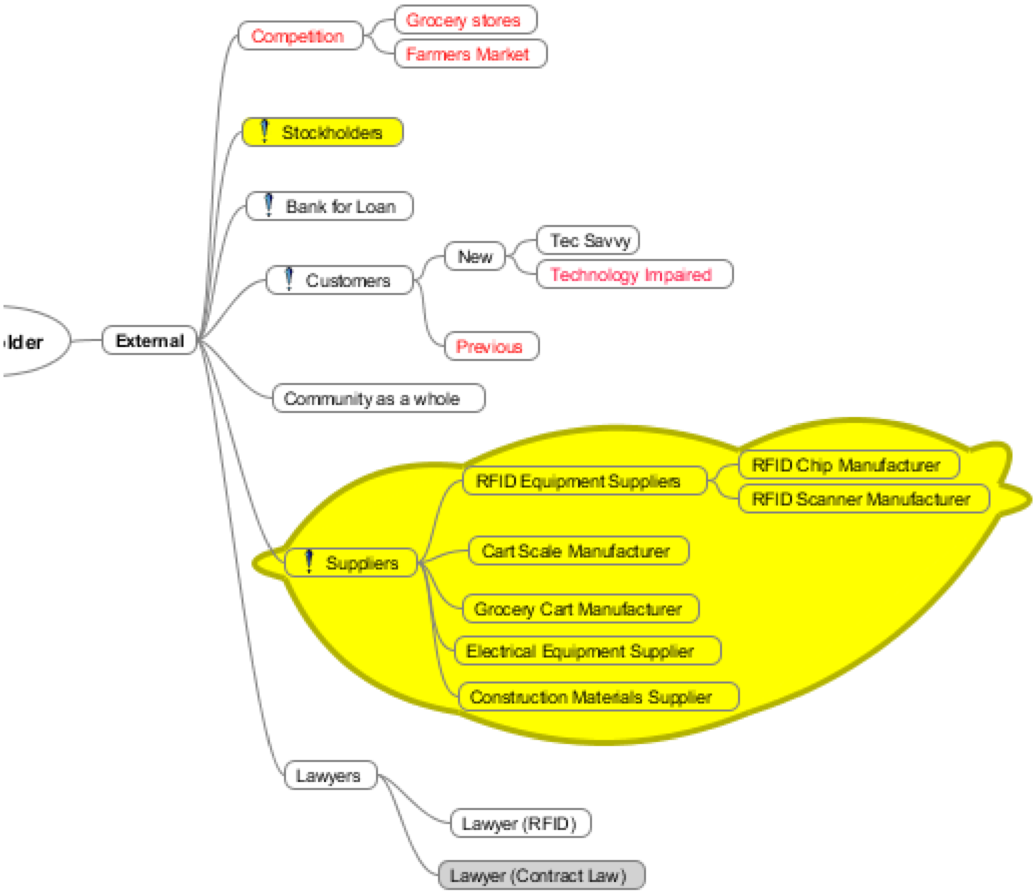
8.1 Escalation Procedures Flowchart



9.0 Method for Updating the Communication Management Plan

If changes are necessary to improve the Communications Management Plan, a recommendation is required. It can be made by any shareholder. This recommendation will be initially reviewed by the Assistant Project Manager. The suggestion should be made in the project website under, “Comm. Plan Changes” in the project team’s page. The recommendation will then be discussed at the weekly team meeting with the project manager and sponsor. After the team makes a final decision whether it is to purse the change or not, the assistant project manager will post the response in the “Project Changes” section of the website, which will send an email to project members. A formal document of the change will be added to the project files.

Appendix 1: External Stakeholders Mind Map



Appendix 2: Internal Stakeholders Mindmap