

HOW TO USE THIS TEMPLATE

An Introductory Point

This template is not designed to provide a full project Communications Management Plan (CMP). It only includes sections that will be pertinent to the assignment, so it is defined simply as a Communications Plan (CP). If you want to see what a proper CMP looks like, you can generally find free copies on the internet. Most major organisations also have their own standards for these, so you would typically use theirs when you need to develop one for that company.

This type of project CP would be created during the Planning Phase of the project. The intended audience is normally the Project Sponsor, Project Manager, project team, and stakeholders whose support is needed to carry out the plan.

Using this Template

Firstly, after downloading this template from the LMS, make a copy on your computer using the conventions discussed in the Assignment 2 Information Sheet instructions.

As discussed above, this template provides some of the standard types of information that you can expect to find in a CP. Text that is provided in black Times New Roman font, will remain in your final version. You will need to add the information that is required for each section of the CP. These requirements are defined using blue font text shown in square brackets (e.g. [\[these are the instructions for the information that you need to include\]](#)). Read these instructions carefully, before you do your drafting, as they provide important hints and guidelines.

When drafting your responses for each section, the key is clarity and the level of thought that you have put into assessing the issues. Consequently, you do not need to provide long detailed prose. Clear, well-thought-out, easy-to-read, dot-points will be better in most situations.

Once you have drafted the required content, you should remove the [\[blue font instructions\]](#) so your draft would then be ready to be forwarded to the Project Sponsor for final approval (as simulated by uploading this into the LMS). Additionally, you should remove the information on this page, so your response just starts with the Introduction on the following page.

In practical terms, once you have completed the drafting (by taking the preceding steps) and the other required documents, these should be uploaded to the LMS in accordance with the Assignment 2 Information Sheet instructions.

IMPORTANT NOTE ABOUT THE LOCATION OF TEAM ELEMENTS

- EdMI is located in Perth, and this is where the Project Manager (PM), Project Office and the core of the Marketing Team will be located (note: Reps in each city).
- StreamTech's PM and their entire development team are located in Sydney.
- PH's System Health Management development team are located in Palo Alto, California, but they are being supported through a PM and small team in Brisbane.
- DemSet's PM and team are located in Melbourne and will be drawing on local Oracle expertise there.
- The DCPlus' Client Manager is located in Perth, but they have sites around Australia.
- MBSD and all of its staff are located in Mumbai (India).
- JPMedia and their team member are based in Perth.

1 INTRODUCTION

1.1 Purpose of the Project Communications Plan

This Communications Plan (CP) is designed to implement a strategy that will promote the success of the project, by meeting the information needs of the project stakeholders. To help achieve this purpose, this document outlines the understanding among the project team stakeholders regarding the actions necessary to facilitate critical links among people, and for sharing ideas and information, which will be necessary for achieving project success.

1.2 Objectives of the Communications Plan Document

This CP defines the EduStream project's structure and methods for sharing information between the team members.

2 PROJECT SCOPE

[Instructions for what to include in this section: **Please note that you should use the same Project Scope statement that you developed for the QMP. Therefore, please carefully read the instructions for Section 2 of the QMP.**]

Insert your material here.

3 ORGANISATIONAL STRUCTURE AND COORDINATION

The organisational structure for the EduStream project team is illustrated in Figure 1. Key aspects of the implications of this organisational structure are discussed below.

[Instructions for building your diagram: **Build your diagram in PowerPoint and then import it into this document as a graphic. Your graphic should include all of the roles and lines of authority/responsibility illustrated in the diagram discussed during Topic 7. Please note that simply copying and pasting the graphic provided from the handouts would be seen as plagiarism and will be dealt with accordingly. Therefore, take this opportunity to build your critical PowerPoint skills.**]

Insert your Project Team diagram here

Figure 1: The EduStream Project Team

Additionally, the geographic locations of the various key stakeholders are illustrated in Figure 2.

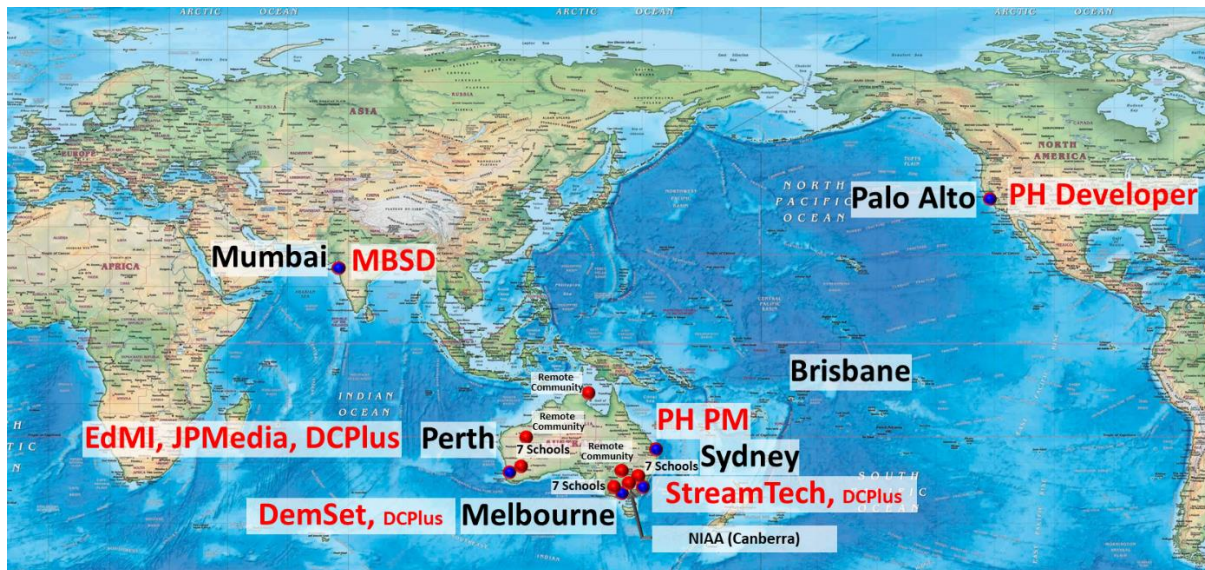


Figure 2: The Geographic location of key EduStream Project Stakeholders

This organisational structure and the locations of key stakeholders present some considerable challenges for the team's coordination. The key issues that need to be addressed include the following:

[Instructions for what to include in this section: You need to carefully think about the implications of the organisational structure and the locations of the various stakeholders, and then **outline what your team believes are the key issues that need to be addressed**. A good way to do this will be to utilise a problem/solution approach. For example:

- **Start by outlining the problem.** Do this by defining key communications and collaboration issues that this situation is likely to create. In particular, think about what this means for aspects such as:
 - day-to-day coordination between the Project Managers, project team members, and other key stakeholders (e.g. as the Project Manager you will not be able to monitor progress using the 'Management By Walking Around' (MBWA) technique);
 - having meetings (how will you conduct the meetings described in Section 5.1 practically, and you also need to think about time zone differences), and managing coordination between the various development teams, etc.;
 - conducting testing across diverse sites (e.g. how do we create a single test environment that will be at the development sites and also allow EdMI's stakeholders to monitor progress);
 - sharing information between the teams rapidly and effectively (when the organisation is so widely separated);
 - coordinating activities for the Beta Acceptance testing with the schools and aboriginal communities (e.g. how do we get people on site, to help them set up for the Beta tests, etc.); and
 - managing the liaison with the National Indigenous Australians Agency (NIAA) in Canberra (i.e. how we will coordinate the activities with this important prospective client).
- **Next, for each problem provide some solutions,** by outlining some high-level strategic approaches that you have identified and **point the reader to the appropriate sections where**

these issues are covered. In other words, use this section as an overview of EdMI's approach, but make sure that the reader will then be able to drill-down into the appropriate sections of this document to explore the details they need. For example, think about:

- how you would create collaboration between the Project Managers through daily informal phone calls/reports and formal reporting and periodic meetings (point them to Sections 5.1 and 5.3);
- how you are going to handle the practical interfacing issues between the team (hint, **introduce and broadly explain the concept of Working Groups** (and point them to Section 0), reporting (point them to Section 5.2), and meetings (point them to Sections 5.1 and 5.3);
- how you will develop integrated test environments at key locations (e.g. WAN integration, and providing the ability for EdMI's team to participate in the testing from Perth – Hint: Think about this in terms of the blue text instructions provided in Section 6.2.1 within the QMP);
- how you will use the Wiki/Knowledge-base to optimise sharing of information (remember the difference between the two when explaining this approach);
- how we will use the Marketing team members as the liaison with the stakeholders in the schools and remote sites, and provide direct contact between members of our technical team and stakeholders who are on-site, to give them information that will help them to support the Beta testing; and
- how we will manage the liaison with the Department of Aboriginal Affairs (e.g. some initial face-to-face meetings and then regular reporting/meetings at appropriate intervals).

The preceding material does not cover all of the issues and solutions that you should be addressing, but it will give you a starting position. You will **get more marks if you think more about the practical implications and outline more issues** that are implicit but have not been listed in these instructions.

AN IMPORTANT NOTE

The preceding material separates the problems and solutions, to explain the points more effectively. However, when you write this, you should merge the two concepts. In other words, raise the problem in the first part of the paragraph/section and explain how you will manage this in the second part of each paragraph/section.

This section should not be too long. Remember, you are only aiming to provide an overview of our strategy. Around one to two pages of text should allow you to explore all of the required issues.

Finally, as a good writing technique, **finish this section by leading into the next part of the document**. As an example, you could create something like: 'This section of the CP provides an overview of the key strategies that will be applied to optimise communication and collaboration within the EduStream Project Team. The following section introduces the important Working Groups that will be implemented to optimise teamwork. Other key strategies are outlined in the following sections.' Obviously, you will need to use your own wording.]

Insert your material here.

4 WORKING GROUPS

4.1 Overview of the Working Groups

To facilitate the coordination and management of activities, eight (8) Working Groups are being implemented for the EduStream project. These groups will be:

- ***Project Steering Group (PSG)***. This Working Group will be responsible for the strategic coordination of the project. The PSG will be headed by the EdMI Project Manager and will include the Project Sponsor and Project Managers from the contractors supporting the development. Additionally, key experts on security and quality assurance will be members of this Working Group.
- ***Change Control Board (CCB)***. The CCB will be responsible for authorising project modifications, in conformance with the mandated Change Management process (*see the Topic 3 lecture notes*). The chair of this Working Group will be the Project Sponsor and the members will include the EdMI Project Manager and the Project Managers from each of the contractors. Additionally, the DemSet Security Manager will be a standing member, and the EdMI Security Advisor will attend as required. The EdMI Quality Team Manager will also be a part of the CCB.
- ***Technical Development Group (TDG)***. The TDG will provide an open forum for discussing technical development issues across the whole team and allow information to be exchanged rapidly to all of the key stakeholders involved in the developments. This Working Group will be led by the EdMI Project Manager and the Project Managers from StreamTech and DemSet will be standing members. Additionally, the DemSet Security Manager and the EdMI Quality Team Manager will be key members of this group. Other technical team leads, or experts, will be engaged within this Working Group as required. The TDG will also encapsulate a range of sub-groups that are focussed on delivering very specific elements of the technical solution (e.g. Client Working Group, Web Working Group, Client Database Working Group, OCA Working Group, GUI Working Group, etc.). As an example, the GUIWG is discussed below.
- ***Graphic User Interface (GUI) Working Group (GUIWG)***. The GUIWG will be responsible for designing and developing common visual interfaces across the user elements of the EduStream system. In particular, this will include both the Client and web-front-end. Additionally, this Working Group will have input to other interface designs for system components such as the Client Database, Games Server, System Health Management, etc. This Working Group will be headed by the EdMI Project Manager and will include all stakeholders involved in GUI development. The DemSet Security Manager will also be a standing member of this group, and the representative from JPMedia will provide inputs to the team.
- ***Security Management Team (SMT)***. The SMT will be responsible for coordinating a defence-in-depth strategy for implementing security. The DemSet Security Manager will head this group, and as illustrated in Appendix 1, there will be a range of standing members within this Working Group. Additionally, other team members will be included as required, to help ensure that the security objectives can be achieved successfully.

- **Quality Group (QG).** The QG will focus on coordinating QA (including DC) and QC issues across the team. Additionally, this group will be responsible for coordinating risk management in accordance with the Risk Management Plan (see the RMP). This group will be headed by the EdMI Quality Team Manager (QTM) and will be supported by Quality Team members and the Project Managers from EdMI, StreamTech and DemSet. Other members of the project team may be engaged, as necessary. The QG will also be supported by two subordinate Working Groups, which are the Document Management Group (DMG) and the Test Management Group (TMG). These subgroups are discussed below.
- **Document Management Group (DMG).** The DMG will be responsible for coordinating all aspects of documentation related to the project. This will include collating and quality controlling all project documentation and coordinating the storage and control of these documents within an integrated Wiki/Knowledge Base framework. Additionally, they will be responsible for developing the content required for the Service Desk Management System for Level 1 support, the Knowledge Base, and the Frequently Asked Questions (FAQ) web site (*which will be available as a support for non-organisational users*). They will also be responsible for managing and coordinating the Wiki. This Working Group will be led by the EdMI Document Controller and will include all other document stakeholders in the team (*as required*). The listing of stakeholders is provided in Appendix 1.
- **Test Management Group (TMG).** The TMG will coordinate and/or implement all aspects of testing for the EduStream system. This will include unit, integration, system and acceptance testing. This Working Group will be headed by the EdMI Test Manager and will include other stakeholders as outlined in Appendix 1. Additionally, the User Groups will need to be engaged to participate in acceptance testing for each of the pilots. This engagement with the User Groups will be coordinated through the Marketing Team.

4.2 An Explanation of the Approach

More detailed Working Group membership information is provided in Appendix 1. The reasons for allocating the members to the various Working Groups outlined in Appendix 1 are summarised in the following subsections.

[Instructions for developing this section: This part of the assignment is best achieved during a workshop for your entire assignment team. To achieve this, the following steps are recommended:

A KEY NOTE

This section and Appendix 1 only requires you to assess the key Working Groups defined in Section 4.1. You will not need to cover the subordinate working groups within the Technical Development Group. This approach is designed to help minimise your workload for the assignment. However, please be aware that you would implement the same approach for these other subordinate working groups when you get out into the industry.

- **Step 1.** Please note that the Working Group listing that has been supplied in Appendix 1 does not include all of the right members and there are also some mistakes. Therefore, your Assignment team will need to **rationalise why each member should actually be a**

participant in each Working Group. Add, remove or modify membership as necessary. However, when doing this, ensure that:

- you apply changes to conform to the Table Code key defined in the following table;

Table Code	Meaning
Yes	The person fulfilling that role will be a member of that Working Group and will receive documents/reports and attend the meetings. They will always be action addressees on all group related emails.
A/R	The person fulfilling that role will be required to participate in the Working Group as necessary, to meet the objectives of the group. They will either be action or information addressees on all group related emails, so they can be kept properly informed.
Blank	The person fulfilling that role will not be a standing member of that Working Group but may on some occasions be asked to participate in the group activities.

- you mark up the changes in the table using the key provided in the following table;

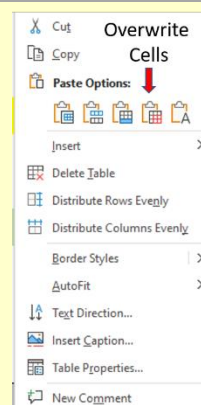
Change to the table involves	Modification required to the table	Example
For all members added to the Working Group	Insert the appropriate Table Code text and change the font colour for the text in the modified cell to red	Yes
Removal of a stakeholder from the Working Group who was allocated in the supplied draft	Leave the original text in place and highlight the affected cell in blue	A/R
Change the membership Table Code from A/R to Yes, or Yes to A/R	Change the text to either A/R or Yes as appropriate and highlight the affected cell in yellow	Yes

- you take into account the information supplied in Section 4.1 because this provides some useful insights about who should be included; and
- you understand and can explain the clear reasoning for the change (you will need to justify this in the following sections).

A USEFUL HINT

When conducting Step 1, it is typically best to use the spreadsheet version of the table. This is supplied at the Stakeholder Engagement Matrix tab provided within the Stakeholder Register workbook that is available under Topic 8 within the LMS.

Once you have completed all of the changes in the spreadsheet, highlight the entire table where the annotations are inserted (e.g. not the left column, or headings). While this area is highlighted, press CTRL+C to copy all of the content. Next, go to Attachment 1 in this Word document and highlight all of the cells that match those you copied in the spreadsheet. Once you have finished the highlighting in your Word document, right mouse click over the highlighted area. A menu will display that should be similar to the one shown to the right. Bring your mouse over the Overwrite Cells option (the one highlighted by the red arrow) and left-mouse click the icon. This should drop in all of the changes you have made, including changing the cell background colours. Just double-check this to be sure. As



another hint, if all of the Paste Options shown above are not visible, make sure that the area in the spreadsheet is still highlighted and is surrounded by the moving dashed line. If not, highlight the area again and press CTRL+C. When you go back to the Word document, the Overwrite Cells option should now be visible.

- **Step 2.** As you complete the analysis within the table for each Working Group, spend a few minutes drafting your justification for the membership decision changes. This is best done while the decisions are still fresh in your mind. A good way to write each section will be to:
 -
 - provide a very short summary to explain the objectives for each Working Group (this can be a single sentence summary of the information provided in Section 4.1) – this is important because your following points should then be aligned to the objectives of each Working Group, so there is a clear linkage;
 - provide a very concise summary explaining which roles you have added, removed, or changed from the original draft version of Appendix 1 (which was provided in the template); and
 - provide a very short justification for your team’s decisions on changes (you should be able to justify this in terms of the Working Group objectives listed in Section 4.1).

The descriptions for each Working Group that you draft through Step 2 should be concise and to the point. **Remember clarity and succinctness are the keys.** Add your material into the appropriate sections provided below for each Working Group. It is expected that you should be able to complete this entire section in one to two pages.

As a final recommendation, when developing this content, think about the real-world issues that would confront these types of Working Groups (this includes issues such as the locations of the teams).]

4.2.1 Project Steering Group (PSG)

Insert your material here.

4.2.2 Change Control Board (CCB)

Insert your material here.

4.2.3 Technical Development Group (TDG)

Insert your material here.

4.2.4 GUI Working Group (GUIWG)

Insert your material here.

4.2.5 Security Management Team (SMT)

Insert your material here.

4.2.6 Quality Group (QG)

Insert your material here.

4.2.7 Document Management Group (DMG)

Insert your material here.

4.2.8 Test Management Group (TMG)

Insert your material here.

5 WORKING GROUP REPORTING & COMMUNICATIONS

The approaches and mediums discussed in the following subsections will be utilised to coordinate communications within and between the Working Groups and other stakeholders.

5.1 Formal Meetings

The Working Groups will meet with the frequency and using the mediums (*e.g. face-to-face meeting, video conference, teleconference*) as shown in Table 1. Some of the key reasons for implementing this strategy are explained in the table and the following paragraphs.

[Instructions for what to include in this section: **This part of the document is best developed through a workshop discussion by your group.** When developing this section, think carefully about your approach and apply the following advice:

- (1) **Meeting Code and Short Name.** Insert the Code and Short Name for each meeting in the left two columns of Table 1. Use the Code and Short Name conventions listed in the following table. Please note that Codes and Short Names that are indented and shown in a red font within the following table are sub-groups of the primary Working Groups (WG) (that are shown in blue). These subordinate meetings would normally be phased at daily, or twice/three times weekly intervals early in the design and implementation phases. However, this tempo is normally reduced to a weekly (or possibly even fortnightly) meeting frequency once the tempo for decision making slows down (*as discussed in the Topic 8 Workshop*). **For the purposes of this Assignment, the inclusion of the subordinate meetings (shown in red) is optional.** Therefore, if you wish, you can just focus on those shown in blue font within the following table. However, if you do this, please ensure that you explain how each of these subordinate meetings feed into the superior Working Group meetings within the discussion section below Table 1 (*this relationship is explained in the Topic 8 Workshop*).

ABBREVIATIONS FOR MEETING CODES AND SHORT NAMES		
Meeting Code (Code)	Short Name	Full Name of Group Meeting
PSG	Steering Group	Project Steering Group Meeting
CCB	Change Board	Change Control Board Meeting
TDG	Tech Dev	Technical Development Group Meeting
CWG	Client WG	Client System Working Group Meeting
WWG	Web WG	Web Working Group Meeting
CDB	Client DB WG	Client Databases WG Meeting

ABBREVIATIONS FOR MEETING CODES AND SHORT NAMES		
Meeting Code (Code)	Short Name	Full Name of Group Meeting
OCAWG	OCA WG	OCA (Video Server) WG Meeting
SHM	SHM WG	System Health Management WG Meeting
GUIWG	GUI Group	Graphic User Interface WG Meeting
SMT	Security Team	Security Management Team Meeting
QG	Quality Group	Quality Group Meeting
DMG	Doc Group	Document Management Group Meeting
TMG	Test Group	Test Management Group Meeting
BRD	Board Meeting	EdMI Board Meeting

- (2) **Period.** As discussed during the Topic 8 Workshop (*and illustrated in the Topic 8 Workshop Handout*) different frequencies of meeting will be required, which are dependent on the tempo of the project and when decisions need to be made. Therefore, divide the entire period where each meeting will be required into sections and then set the frequency for these in the third column of Table 1. When filling in this section, **make sure that you do not leave gaps in the schedule.** In other words, start in the first period where the meetings will commence and ensure that the beginning of the next period is the day after the end of the preceding period, up to the point where that type of meeting will no longer be required. Within column 3 of Table 1, insert the period as ‘from’ (day/month/year) ‘to’ (day/month/year) in the format d/m/yy-d/m/yy (e.g. 2/12/20-12/1/21).
- (3) **Frequency.** Many projects waste a lot of time having standard meeting cycles. In practice, this often does not make sense. You should only really initiate meetings so decisions can be made. However, different groups have different urgency for meetings/decisions to be made as the project progresses (*as discussed during the Topic 8 Workshop*). Consequently, it is best to phase the frequency of the meetings to align with the periods they are needed for decision making (*otherwise you can waste people’s time*). In Column 4 of Table 1, enter the pertinent Frequency Code listed in the following table for each period for that particular meeting. Take into account the phasing illustrated in the Topic 8 Workshop Handout to help define these.

THE FREQUENCY CODES AND THEIR MEANING		
Frequency Code	Meaning	Comments
D	Daily	This can be a daily meeting of any duration or a workshop. These types of daily meeting cycles are typically only used for short durations, such as the Face-to-Face planning session in Sydney, to develop the EduStream design (<i>see more about this below</i>).
3W	Three times weekly	This is another option when numerous meetings or workshops are required to resolve a lot of issues in a very short timeframe. For instance, you might do this for some working groups during the latter part of the design phase, once you have completed the week of daily workshops in Sydney.

THE FREQUENCY CODES AND THEIR MEANING		
Frequency Code	Meaning	Comments
2W	Twice Weekly	This reflects meetings twice a week. These are typically used when there are still a lot of issues to resolve in a short timeframe. However, for practical, operational or administrative reasons, it is not essential to meet in a D or 3W cycle. Common approaches can include meetings or workshops on Monday and Friday (<i>beginning and end of the working week in many cultures</i>), Tuesday and Thursday (<i>one working day on either side of these meetings</i>), or other specific combinations that will suit that project's needs.
W	Weekly	In this cycle, the group will meet on a weekly basis. Typically, this cycle is used when there is still a significant number of decisions to be made each week, and the meeting and sharing of information is important. As a general rule, these meetings are implemented at the same time each week, and the selection of the day is dependent on the phasing of the preceding and following meetings in the cycle.
F	Fortnightly	This is a common cycle for many meetings during ongoing operations, where the number of decisions required do not justify implementing a weekly (W) meeting. In many projects, such as this one, it is common to back up fortnightly meetings with weekly reports and email collaboration during the off-meeting weeks.
M	Monthly	Monthly meetings are often used to discuss progress over the preceding month and consider future milestones and objectives with the stakeholders. For this project, the only expected monthly meeting will be the one required for the Board. In most cases, Boards are typically just provided with broad information that will affect their strategic business focus (<i>e.g. progress in relation to the budget and timeline, and high-level issues that need to be addressed</i>).
In longer projects you can also have quarterly (<i>i.e. every three months</i>), biannual (<i>i.e. every six months</i>), annual (<i>i.e. once per year</i>) and biennial (<i>i.e. once every two years</i>) meeting cycles. However, for this project these cycles will not be required.		

- (4) **Day.** Select the normal day of the week on which each meeting in the cycle is planned. This selection should be based on the predecessors and successors required to support the hierarchy of meetings (*as discussed in the Topic 8 Workshop*). In this fifth column of Table 1 insert the appropriate Day Code/s, as defined in the following focus box. In some project, you may also have to program meetings for Saturday (Sa) or Sunday (Su). However, for the EduStream project, just work on having the meetings on Australian weekdays (Monday to Friday). When selecting the day of the week, please remember that public holidays can affect the cycle, and this is particularly true for Mondays and Fridays in many western cultures. Therefore, when you get out into the industry, think about possible disruption of the cycle due to holidays. However, for this assignment do not worry too much about that aspect.

THE DAY CODES

Use the codes in the left hand column of the following table, to define the normal day (or days) for the meetings within each row in Table 1.

Day Code	Meaning
Mo	Monday
Tu	Tuesday
We	Wednesday
Th	Thursday
Fr	Friday

- (5) **Mediums.** Think carefully about the meeting medium that you will be using. Use the codes detailed in the following focus box within the Mediums column of Table 1. When working this out this detail, think about the following:
- Location of the members.** The medium selection will obviously be affected by location issues. For instance, you will not want weekly Face-to-Face meetings with all stakeholders in the EduStream project, as it would not be practical to fly them all to Perth every week. Wherever you have geographically separated groups meeting, implement a discourse in which participants will join through video or teleconference links. The location of the conference room/s and mediums used for each meeting will typically be set by the chair/leader of that group.
 - Set the medium in relation to the types of decisions that are needed.** This is a really important issue, and you need to think carefully about this. For example, very early in the period after contract signature, it will be best to get all of the key Technical Development Group (TDG) members together in the one room for three to five days, so they can work out the design more proactively. As a hint, you might want to hold this in Sydney, as it will be a shorter distance to travel for the largest number of stakeholders. After that, the TDG members would return to their home locations and have frequent meetings (e.g. 2W, 3W) by video conference/teleconference until the design is completed. After that, you would typically change the frequency (W or F as necessary) until the project is completed.

CONVENTIONS FOR MEDIUMS

Use the Medium Codes in the left-hand column of the following table to explain how you will engage all of the stakeholders in the various meetings.

Medium Code	Meaning
F2F	<i>Face-to-Face.</i> This means that at least some members of the team will be meeting F2F in the same room/venue.
VC	<i>Video Conference.</i> This type of meeting will utilise some form of video conferencing medium (e.g. <i>Zoom, Microsoft Teams, Skype, etc.</i>) to involve at least some of the participants in the meeting. Nowadays, this is the preferred method for most meetings, where F2F is not feasible or appropriate. However, when looking at this aspect, think carefully about practical issues, such as the suitability of a stakeholder's communications to join a VC session (e.g. <i>do they have enough bandwidth to do this and is it reliable?</i>).

TC	<i>Teleconference or Telephone call.</i> These are still widely used in the industry and are particularly useful when there is not enough bandwidth available to utilise VC. A good example of this would be engaging stakeholders in the remote communities, where there may not be sufficient bandwidth available to implement reliable VC connections.
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You can use multiple mediums in the same meeting. For example, for some of the Technical Development Group meetings, you might have F2F meetings within rooms in Perth (EdMI), Sydney (StreamTech), Melbourne (DemSet) and Brisbane (PH). You would then connect each of these F2F meetings by utilising video conferencing. Additionally, in some cases, (particularly in the lead up to the Beta Testing), you would have stakeholders calling into the meeting by phone from some schools or remote communities (*i.e. they may not have the bandwidth available to engage through video conference, so they could call in by phone*). In this situation, the Medium codes you would utilise for the meeting would be F2F, VC, TC. In other meetings you would only require one or two mediums.

- (6) **Comments.** Include comments that will help to clarify your intent for that type of meeting. Some examples are provided in Table 1.

SOME BACKGROUND ABOUT THE Table 1 EXAMPLES PROVIDED

An example for the Project Steering group has been included within Table 1. This reflects the information provided within the Topic 8 Workshop and illustrated in the Topic 8 Workshop handout. The expectation is that this is the minimum level of detail that is required to fulfil the requirement. Please remember that additional detail may be required to explain this meeting approach to someone who does not know anything about the project. You should either add this type of detail in the comments section of the table, and/or in the descriptive text that follows the table.

ANOTHER USEFUL HINT

It is best to work through the process of defining the cycle of reporting and meetings at the same time. Remember, you need to create a cycle of report>meeting/decision>report that aggregates over a monthly cycle. There is more information provided on this aspect in Section 5.2. Additionally, look carefully at the diagrams provided in the Topic 8 Workshop, to give you clues on how to structure and phase these meetings.

With all of these preceding aspects in mind, develop the following table. In particular, add rows as necessary to cover all of the different Working Groups and the different phasings of their meetings. Please ensure that you cover the entire project lifecycle.]

Table 1: EduStream Project – Formal Meetings Listing

Meeting Schedules						
Code	Short Name	Period (d/m/yy-d/m/yy)	Freq	Day	Mediums	Comments
PSG	Steering Group	31/03/23-21/06/23	W/2W	Tu Tu	F2F	EdMI team members only
PSG	Steering Group	05/04/23-11/07/23	2W	..	F2F,VC	All team members
PSG	Steering Group	12/07/23-01/08/23	F	..	F2F,VC	
PSG	Steering Group	02/08/23-29/08/23	W	..	F2F,VC	Finalise strategic decision making on design
PSG	Steering Group	25/08/23-24/10/23	F	..	F2F,VC	Monitor development & testing phase
PSG	Steering Group	25/08/23-29/04/24	W (F A/R)	..	F2F,VC,TC	Strategic planning for System testing, and Beta Testing strategic decisions & engagement of key stakeholders (including site personnel through TC as required (A/R)). Where meetings are not required, the tempo will be reduced to fortnightly over this period.
PSG	Steering Group	30/04/24-31/05/24	F	..	F2F,VC,TC	Closure update meeting
PSG	Steering Group	03/06/24	D	..	F2F,VC,TC	Project Final Report Meeting

[Instructions for what to include in this section: As you complete each section of the preceding table for each Working Group, provide a short well-written explanation to outline why these meeting schedules were recommended. Do not forget to include a discussion of the subordinate Working Group meetings as discussed above, so there is a clear explanation of the hierarchy of meetings as discussed during the Topic 8 Workshop. You do not need much information here. Just provide enough content, so the reader can understand your reasoning for implementing the meeting cycles.]

Insert your material here.

5.2 Formal Reports and Documents

Table 2 lists the formal reports that will be utilised to share key information within the EduStream project. The key reasons for implementing this reporting cycle are explained in the paragraphs below the table.

[Instructions for what to include in this table: Expand on and rationalise the example information provided in Table 2, by adding additional rows. When developing this table please give careful consideration to the following aspects:

- **Report > Meeting/Decision > Report cycle.** It is important to ensure that the identified meetings and reports tie into each other. Therefore, identify key reports that will be

required to feed information for decision making into each of the key meetings/decision points you outlined in Section 5.1. These reports should be provided to the meeting participants in enough time before the meeting, so they can read the material. Every meeting should then trigger the development and distribution of either a report or minutes. These products from the meetings need to be distributed appropriately to stakeholders **so team participants know what is going on and what key decisions have been made**. Additionally, they should normally be stored in the Knowledge Base, which will act as a form of distribution centre and archive. The following focus box provides some insights into matching the phasing defined in Table 1.

HOW TO HANDLE DIFFERENT TEMPOS FOR MEETINGS

In Table 1 you adjusted the intervals of meetings based on different decision making needs through the project lifecycle. This will obviously have implications for the reporting cycles as well. However, these changes are typically fairly easy to manage through the following strategies:

- **Strategy 1.** The first strategy is outlined in the ‘Putting them Together’ slide within the Topic 8 Workshop. You will notice in this slide that the Steering Group meeting is conducted fortnightly rather than weekly, whereas the subordinate meetings (and their associated reports) are conducted weekly. This is not a problem. In practical terms, the way this works is as follows:
 - On weeks where the Steering Group meeting is being conducted, the synopsis elements of the Quality Group Weekly Project Update Report (QGWPUR) and Technical Development Group Weekly Project Update Report (TDGWPUR) are sent to the Project Manager (or their delegate). **As explained in more detail below**, these documents are integrated into the Steering Group Weekly Synopsis Report (SGWSR), which is used as a catalyst for decision making in the meeting. From this meeting, a Steering Group Weekly Project Update Report (SGWPUR) is created, which includes the summary of the outcomes from the meeting and copies of the underlying reports (e.g. QGWPUR & TDGWPUR, which are provided as appendices or links). Additionally, the synopsis information from the SGWPUR and some additional information/remarks required by the Chief Executive Officer (CEO) are promulgated in the CEO Weekly Project Summary (CEOWPS). Additionally, once a month, a very similar report to the CEOWPS is produced for the Board. This is the Board Monthly Project Summary (BMPS).
 - During the non-meeting weeks, the same QGWPUR and TDGWPUR reports are still sent to the Project Manager (or their delegate). Effectively, the same SGWSR report is developed, but this is simply distributed to the Project Steering Group members by email. Where actions are required in the non-meeting weeks these are coordinated by email or less formal versions of the Project Steering Group meeting. If no actions are required, an appropriate synopsis is added to the SGWSR by the Project Manager and this is promulgated as the SGWPUR. Once again, this synopsis information is then forwarded up the hierarchy as the CEOWPS and BMPS (*as required*). In other words, the same reporting approach is applied, even though the meeting is not implemented. This is one of the most commonly applied strategies that is implemented.
- **Strategy 2.** The second option is to change the period of the reports. This aspect of setting the period covered by the report is explained below. Therefore, as shown in the preceding examples, these were all weekly reports. If the meeting schedule were set to fortnightly (e.g. the Steering Group meeting), the name of the report being

developed in this meeting could be changed from the Steering Group Weekly Project Update Report (SGWPUR) to the Steering Group Fortnightly Project Update Report (SGFPUR). Alternately, when meetings are being conducted in a D, 2W or 3W cycle, you would often not need to send reports up through the hierarchy after every meeting. In these cases, the reports would only be promulgated once per week and would provide an appropriate synopsis of all of the preceding meetings/workshops during the week.

Please note that for this assignment, you will not need to change the tempos of the reports to align with the different meeting tempos listed in Table 1. Just apply the first strategy in this case.

To complete each of the report elements in Table 2, please apply the following approach:

- Level of Reporting Required.** In most organisations, you will find that extensive formal reporting is rationalised to help minimise workloads. For example, most reports are aggregations of subordinate reports with a short highlight synopsis provided on the covering sheets. In these cases, the cover report is one to two pages long and the subordinate reports are appendices or links (*so the reader can drill down into the detailed reports within the Knowledge Base*). This allows the reader to get a quick synopsis of the pertinent points and then drill down into important details if necessary (*as these are provided within the subordinate reports*). This recommended approach also helps to minimise work, as each level is typically just adding a one to two-page synopsis summary. Additionally, the higher you go in the hierarchy, the more likely it becomes that you might be able to automate Key Performance Indicator (KPI) reports to help minimise work. However, different organisations use different approaches, so you would need to follow their mandated reporting strategy. For the purpose of this section of the CP apply the general concepts discussed in the Topic 8 Workshop.

A USEFUL ADDITIONAL HINT

Don't forget about the relationship with the CEO and the Board. Typically, you would provide a strategic update/progress report to the Board/CEO prior to their monthly meeting (*e.g. the BMPS discussed above*). For the sake of this assignment consider that the **Board meets on the first Thursday of every month**.

If you consider this the endpoint of all of the reporting cycles each month, you can stage the preceding reports into a schedule that builds up information over the month. See the diagrams in the Topic 8 Workshop for more details.

To complete each of the report elements in Table 2, please apply the following approach:

- Report Name.** Place the report name into the left-hand column of the table. To make it easy to define the flow of the reports into and out of meetings, the conventions listed in the following focus box should be applied for this assignment (*it also provides a useful model for you to use when you get out into the industry*).

REPORT NAME CONVENTIONS

- WG/Developer Title.** For reports being generated by Working Groups, the Working Group's name can be included in the short title. Reports generated by individuals (*or on behalf of individuals*), can have their role/title included in the name of the report.

Alternately, as discussed in more detail below, if the report is specifically aimed at providing information for a specific Working Group or person, then that role/title would be included in the title of the report instead. For instance, a report generated by the Quality Group could have that included in the title (*e.g. the QGWPUR discussed above*). Alternately, a report being generated specifically for the Chief Executive Officer (CEO), would have CEO in the report name (*e.g. the CEOWPS discussed above*).

- **Period Covered by the Report.** It is often useful to include the period covered by the report within the name. For example, it is recommended that ‘Daily’, ‘Weekly’, ‘Fortnightly’, ‘Monthly’, etc. should be a part of the title. This is important for ensuring that the scope of the report is clear.
- **What is covered in the Report?** It is important that the title of the report gives some insights into what will be covered in that documentation. Additionally, apply clear conventions within your reporting schema to ensure that people can readily understand which reports are feeding into a meeting/individual and which are outputs from meetings or from individuals. As an example, you can utilise the following conventions:
 - **Inputs – Documents feeding into meetings/individuals.** If the primary objective of a report or document is to feed information into meetings/or individuals these can be defined using terms like ‘Agenda’, ‘Updates’, ‘Review’, ‘Discussion Report’, ‘Evaluation Report’, ‘Outline’, ‘Synopsis Report’, ‘Summary’, or similar terms. The context for each will be a little different, so use terms that make the content of that report clear for each level in the reporting hierarchy. However, ensure that you follow the rule that the terms used for inputs are different from those used for outputs. **Once you have settled on your convention for this type of report, stick with this.**
 - **Outputs – Documents generated by individuals or meetings.** Materials where the primary objective is to promulgate information developed from a meeting, or an individual, and not into another meeting, should be defined using terms like ‘Progress Report’, ‘Project (or Program) Report’, ‘Project (or Program) Update Report (PUR)’, ‘Resolutions Report’, ‘Planning Report’, ‘Strategic Report’, ‘Assessment Report’, ‘Minutes’, etc. **In line with the preceding advice, keep to a convention, so that there is a clear differentiation between what are considered input and output reports.**



So, what do you do in the numerous cases where a report from one meeting feeds into another meeting? The general convention is quite straightforward:

- In many cases the meeting provides two types of output (a full report and a summary that feeds into the next level up in the decision hierarchy). For instance, the Quality Group may create the Quality Group Weekly PUR (QGWPUR). This contains a 1 to 2 page summary and the subordinate reports, as attachments or links (*See Table 2*). The summary from the QGWPUR will then be provided to the Technical Development Group (TDG) Meeting and Steering Group Meeting (*see Workshop 8*). This QGWPUR subset would be aggregated into a larger report called the Technical Development Group Weekly Summary Report (TDGWSR), which would also contain short summary reports from each of the subordinate Working Groups (*see Section 5.1*). Similarly, the TDG may promulgate decisions and information to stakeholders and provide a copy in the Knowledge Base as the TDG Weekly PUR (TDGWPUR). This would provide a one to two-page summary and the subordinate reports as appendices or links. The summary from the TDGWPUR will then be provided as a part of the Steering Group Weekly Synopsis Report (SGWSR). In this situation, the TDGWPUR and the QGWPUR summary material can be appendices within the SGWSR. As a hint - when using this approach, instead of including all of subordinate reports as appendices, it is sometimes better to add a

link to the full report from which the summary is taken, so the readers can drill down into specifics if required, by looking at the full report element in the Knowledge Base.

- Alternately, if the report is specifically focussed as a direct feed into another higher level meeting or individual in the hierarchy, then it would typically include the name of the meeting or role into which it feeds (following the convention discussed above). For example, the Steering Group provides a Monthly Summary to the Board as discussed in the Topic 8 Workshop. This report would be entitled the Board Monthly Project Summary (BMPS).

Your task in the first column is to name all of the various reports. A good starting point is to look at the examples already provided and the slides for Reports and Documents in the Topic 8 workshop (*and particularly the Putting Them Together slide*) and identify the naming conventions that you will utilise for all of these various reports. There is no absolute correct answer for this. The key is to ensure that names and conventions that you apply are consistent and will make it easy for people to understand where each report fits into the bigger picture.

- **Developed By.** The second column in Table 2 should define which role, or which meeting, will be responsible for developing the report. The information provided in the Topic 8 handout demonstrates most of these for you. In terms of conventions for this column:
 - Where the report is developed from a meeting include the Meeting Code defined in the blue text within Section 5.1.
 - If the report is generated by an individual, you can list that person's role/title as an acronym. For instance, in the Topic 8 Workshop, the example hierarchy shows a report created by the Quality Control Team Leader (QCTL). Therefore, for these reports, you would include QCTL in the title for that report.
- **Submitted To.** List the meetings or individuals to whom the report is submitted. In this column, use the same conventions applied for the 'Developed By' column, by providing acronyms for either the meeting or individual to whom it is to be submitted that is **higher in the hierarchy**. Such reports would also commonly be sent to groups and individuals lower in the hierarchy for real world situations. However, for this assignment, cover this aspect by simply adding Knowledge Base (KB), as the last element in each 'Submitted To' entry.
- **When Produced.** Information in this fourth column should explain when the report will be produced. This is a particularly important column to think about. Remember, you will need enough time to produce the report after the meeting (*although sometimes you can do this during the meeting if you plan it correctly*), or when other data is available for collation. Additionally, there must be enough time for the Working Group members to read and understand the material beforehand. For really complex reports in this context, this may require up to half a day. Start by building this element of the table around the 'Putting Them Together' and the preceding 'Reports & Documents' slides in the Topic 8 Workshop. However, do not just take these at face value. Think carefully about the implications of some of the elements in the diagrams. For instance, will there be enough time to develop the Quality Group Weekly PUR on Thursday afternoon and have the synopsis elements provided to the Technical Development Working Group in enough time to let them assess this information prior to that meeting the following

morning. Therefore, when assessing this aspect, think about the implications in terms of meeting dates and times. In this column of Table 2, use the following conventions:

- Start with a broad deadline statement, which should be limited to those in the following table.

DEADLINE STATEMENTS	
Code	Meaning
COB	Completion of business – The report must be completed and forwarded prior to the end of the business day on the selected day (e.g. prior to 5:00 PM).
PM	Prior to the afternoon – The report must be completed and forwarded prior to the beginning of the afternoon (e.g. not later than around 12:00 PM).
AM	Morning – The report must be completed and forwarded prior to a standard time during the morning (often 9:00 AM).
These decisions will have implications for meeting times as well. Therefore, think carefully about this and add timing notes into Table 1 as necessary.	

- The deadline day should follow the deadline statement. Use the same day naming convention applied for Table 1.

The following table provides some examples of different reports and the type of information that will be required. These are just some of the ones outlined in the Topic 8 Workshop (*so you can see how this aligns to the diagram*). Please also note that Table 2 and the preceding information do not cover all of the reports that are required. Therefore, your team needs to use the preceding advice and the material provided in the Topic 8 Workshop to define your integrated approach. Additionally, give some thought to real-world issues.

Add rows to the table as you consider appropriate. The more thought you put into this, the higher your score will be. **Please note that A/R means ‘As Required’]**

Table 2: EduStream Project – Standard Reports

Report Name	Developed By	Submitted To	When Produced <i>Promulgated Before</i>	Comments
Test Management Group (TMG) Weekly Summary (TMGWS)	TMG Team Members	EdMI TM ⁽¹⁾	COB Mo	Individuals provide proforma emails to the TM for collation and distribution prior to the TMG meeting.
TMG Weekly Progress Report (TMGWPR)	TMG	QCTL ⁽²⁾ ,KB	COB Tu	Proforma report with one to two-page synopsis & TMGWS information attached A/R.
QCTL Project Update Report (PUR) (QCLPUR)	QCTL	QTM ⁽³⁾ ,KB	PM We	Proforma report with 1 or 2 page synopsis of KPIs & TMGWPR information.

- TM = Test Manager (see the Topic 6 Workshop QMG Organisation Chart)
- QCTL = Quality Control Team Leader (see the Topic 6 Workshop QMG Organisation Chart)
- QTM = Quality Team Manager (see the Topic 6 Workshop QMG Organisation Chart)

Report Name	Developed By	Submitted To	When Produced <i>Promulgated Before</i>	Comments
Document Management Group (DMG) Weekly Summary (DMGWS)	DMG Team Members	EdMI DC ⁽⁴⁾	COB Mo	Individuals provide proforma emails to the DC for collation and distribution prior to the DMG meeting.
DMG Weekly Progress Report (TMGWPR)	DMG	QTM	COB Tu	Proforma report with 1 or 2 page synopsis & DMWGS information attached A/R.
Quality Group Weekly Project Review (QGWPR)	QTM	QG,KB	COB We	Proforma report with 1 or 2 page synopsis of KPIs and DMGWPR and QCTLPUR, attachments A/R.
QG Weekly Project Update Report (PUR) (QGWPUR)	QG	TDG, PSG, KB	COB Th	Proforma summary that feeds into the TDG and PSG meeting (QGWPUR subset) and also provides updates and requirements to Quality-related stakeholders (Full QGWPUR).

[Instructions for what to include in this section: As you develop the various groups of reports for Table 2, create Scan Bullet Points in the following section, to explain your reasoning for implementing the flow for each reporting sequence. Keep these sections succinct. The objective is to demonstrate in each case how you have tied the reporting and meetings into a coherent cycle, which optimises the sharing of information, so it is available for decision making. Lots of hints for achieving this are provided in the blue text information supplied above the table. Additionally, you may find the diagrams provided in the Topic 8 Workshop of assistance with this.

Insert your material here.

5.3 Informal Meetings and Communications

In addition to the meetings and reports specified in Sections 5.1 and 5.2, the EdMI Project Manager may initiate others to help ensure visibility of important aspects for key stakeholders. Formal notifications of such additional reports and meetings will be made at the earliest opportunity, to allow stakeholders to supply the required deliverables and participate appropriately.

Most Working Group communications should be managed through email or through the Wiki. Additionally, if a phone call, video conference, or conversation is used to determine any key decisions, stakeholders must back this up with an email, which covers the key content discussed and any choices that were made through the dialogue.

4. DC = Document Controller (see the Topic 6 Workshop QMG Organisation Chart)

Specific group email addresses will be developed and distributed for use by stakeholders. Unless there is a specific reason why pertinent information would not need to be shared across the entire Working Group, all group members are to receive that notification. Senders should, however, ensure that the heading in the email makes the content explicitly clear, so receivers can readily understand the importance of the communication in relation to their work elements and packages.

Apart from Appendix 1, the remaining sections of the CP are not included.

#	Role	Project Steering Group	Quality Group	Change Control Board (CCB)	Technical Development Group	GUI Working Group	Security Management Team	Document Management Group	Test Management Group
1	EdMI Board								
2	EdMI CEO								
3	EdMI Project Sponsor	Yes		Yes					
4	EdMI Project Manager	Yes	Yes		Yes	Yes	A/R	A/R	A/R
	Delivery Teams								
5	StreamTech Project Manager	Yes	Yes	Yes		A/R	A/R	A/R	A/R
6	StreamTech OCA Team Leader				A/R	A/R	Yes		
7	StreamTech Games Server Team Leader				A/R	Yes	Yes		
8	StreamTech Client Software Team				A/R	Yes	Yes		
9	PH Project Manager (SHM)		A/R		A/R	A/R	Yes	A/R	A/R
10	DemSet Project Manager		Yes	Yes	Yes	A/R		A/R	A/R
11	DemSet Web Team Leader				Yes	Yes	Yes		
12	DemSet User Interface Lead				A/R	Yes	A/R		
13	DemSet System Interfaces Lead				A/R		A/R		
14	DemSet Client DB Team Lead				Yes	A/R	Yes		
15	DemSet Development Team Lead				A/R		A/R		
16	DemSet System Interfaces Team Lead				A/R		A/R		
17	DemSet DR & Replication				A/R		A/R		
18	Oracle Support Team (A/R)								

#	Role	Project Steering Group	Quality Group	Change Control Board (CCB)	Technical Development Group	GUI Working Group	Security Management Team	Document Management Group	Test Management Group
	Security Team								
19	EdMI Security Advisor			A/R	A/R	A/R	Yes		
20	DemSet Security Manager	Yes		Yes	Yes	Yes	Yes		
21	ST Security Lead						Yes		
22	ST OCA Security						Yes		
23	ST Games Server Security						Yes		
24	ST Client Software						Yes		
25	DemSet Web Security						Yes		
26	DemSet Interface Security						Yes		
27	DemSet DB Security (inc DR & Rep)						Yes		
28	PH Security Lead						Yes		
29	DCPlus Security Lead						Yes		
	Quality Management								
30	EdMI Quality Team Manager (QTM)	Yes	Yes	Yes	Yes			Yes	A/R
31	EdMI QC Team Leader (QCTL)		Yes						Yes
32	EdMI Document Controller (DC)		Yes					Yes	Yes
33	EdMI Wiki/Knowledge Base Lead		A/R					Yes	A/R
34	EdMI FAQ Web Site Lead		A/R					Yes	A/R
35	Service Desk Management System Lead		A/R					Yes	A/R

#	Role	Project Steering Group	Quality Group	Change Control Board (CCB)	Technical Development Group	GUI Working Group	Security Management Team	Document Management Group	Test Management Group
36	StreamTech Quality Lead (QL)		Yes					Yes	A/R
37	DemSet Quality Lead (QL)		Yes					Yes	A/R
38	EdMI Test Manager (TM)		Yes						Yes
39	StreamTech Test Lead		A/R						Yes
40	DemSet Test Lead		A/R						Yes
41	User Groups for Beta/Pilot Testing							A/R	A/R
42	DCPlus Quality Manager (QM)		Yes						Yes
43	MBSD Quality Lead (QL)		Yes						
	Data Centre								
44	Client Manager		A/R		A/R				
45	Network Telcos								
	Service Desk								
46	MBSD Implementation Manager		A/R						
47	MBSD Service Desk (Level 1)								
48	EdMI Service Desk Level 2 & 3 Support							Yes	A/R
49	MBSD Service Desk Management System								
	Training Team								
50	Training Manager		A/R					A/R	
	Marketing								
51	Marketing Manager							A/R	A/R

#	Role	Project Steering Group	Quality Group	Change Control Board (CCB)	Technical Development Group	GUI Working Group	Security Management Team	Document Management Group	Test Management Group
52	Salesperson								
53	JPMedia					Yes			
	Procurement								
54	Procurement Coordinator				Yes			A/R	Yes
	Legal/Contractual								
55	EdMI Lawyer	A/R		A/R				A/R	
	Educational Content								
56	Content Expert			A/R				A/R	

The symbols in this matrix indicate the following:

Yes = The person fulfilling that role will be a member of that Working Group and will receive documents/reports and attend the meetings. They will always be action addressees on all group related emails.

A/R = The person fulfilling that role will be required to participate in the Working Group, as necessary to meet the objectives of the group. They will either be action or information addressees on all group related emails, so they can be kept properly informed.

Blank = The person fulfilling that role will not be a standing member of that Working Group but may on some occasions be asked to participate in the group activities.