
Project Management Office

**Communications Plan for
Enterprise Data Definitions and
Chart of Accounts Project**

Revision #1.3

Office of Financial Management

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Introduction

The purpose of this document is to structure, control, and ensure communication among all entities with a vested interest in the Enterprise Data Definitions and Chart of Accounts Review project. The plan identifies key stakeholders and articulates the means, frequency, and purpose of communications with each stakeholder group. Effective communication will facilitate and encourage early, ongoing, and meaningful participation throughout the project and will help to ensure the ultimate success of the project.

This is a living document, subject to change, as appropriate, according to project developments and the external environment.

Principles

- Avoid information “overload”
- Provide clear and consistent messages
- Repeat messages through various channels
- Create demand: encourage employees to pull for information rather than management pushing it at them
- Tailor communications to audiences
 - Give information that the audience wants and needs, not just what is required
 - Use communications style and vocabulary appropriate to a particular audience
- Coordinate communication centrally (at the Project level), but work with existing agency communications offices/staff to provide and receive information
- Emphasize that EDD/COA is a statewide project, particularly in communications that will use representatives within agencies to distribute and/or gather information
- Manage expectations
- Solicit, listen to, and respond to feedback from stakeholders
- Begin simple and expand in complexity as necessary

Key Messages

- Some state enterprise data are mandatory and are collected centrally. However some emerging enterprise data elements are not mandatory and are maintained in a variety of locations with different formats and inconsistent meanings making it time consuming to accumulate and difficult to view and manage data at an enterprise level.
- In the future, common data will provide decision-makers with better information, provide accountability to tax payers, and make government more transparent to citizens.
- No decision has been made on modifying the current suite of financial, performance and administrative systems or migrating to an SAP solution.

Project Documentation Communication Matrix

The left column of the Communication Matrix identifies what is being communicated by whom. The top row lists each key stakeholder group. The body of the matrix indicates the anticipated method, frequency, and purpose of communication. See Appendix B for the details of each stakeholder group.

What	When	How	Responsible	Audiences		
				Sponsor	Project Team	Who?
<i>Project Kickoff</i>	<i>Project Start (include date when planned)</i>	<i>Meeting</i>	<i>Project Manager</i>	<i>Approve</i>	<i>Receive</i>	<i>Agency Directors</i>
<i>Project Plan</i>	<i>Start & Upon Updates</i>	<i>Document</i>	<i>Project Manager</i>	<i>Approve</i>	<i>Receive</i>	<i>Team members Exec Project Sponsors</i>
<i>Team Meetings</i>	<i>Weekly</i>	<i>Document minutes in Project Library</i>	<i>Project Coordinator</i>	<i>Receive</i>	<i>Receive</i>	<i>Project team QA consultant DIS Oversight</i>
<i>Financial Systems Training</i>	<i>As Needed</i>	<i>Email/Website</i>	<i>Project Manager</i>	<i>Approve</i>	<i>Receive</i>	<i>Agency Financial Managers</i>
<i>Project Status Reports</i>	<i>Monthly</i>	<i>Report sent via e-mail</i>	<i>Project Manager</i>	<i>Receive</i>	<i>Approve</i>	<i>Exec Project Sponsors OFM Business Owners Roadmap PA Coordinator DIS Oversight</i>

What	When	How	Responsible	Audiences		
				<i>Sponsor</i>	<i>Project Team</i>	<i>Who?</i>
						QA
<i>QA Status Reports</i>	<i>Monthly</i>	<i>Written report/ verbal Consultation</i>	<i>QA Consultant</i>	<i>Receive</i>	<i>Receive</i>	<i>Exec Project Sponsors Project Mgr OFM Business Owners Roadmap PA Coordinator</i>
<i>Surveys</i>	<i>As needed</i>	<i>Electronic</i>	<i>Project Coordinator</i>	<i>Approve</i>	<i>Approve</i>	<i>Agency Advisory Group Touchstone</i>
<i>Major Milestone Announcements</i>	<i>As completed</i>	<i>Email/Newsletter/ Website</i>	<i>Project Coordinator</i>	<i>Approve</i>	<i>Approve</i>	<i>All stakeholders</i>
<i>Project Close Out Report</i>	<i>End of Project</i>	<i>Document</i>	<i>Project Manager</i>	<i>Approve</i>	<i>Approve</i>	<i>Roadmap EPO Executive Project Sponsors QA DIS Oversight OFM Business Owners</i>

Acceptance

We, the undersigned project members, have reviewed this document and approve its contents.

Name and Title	Signature	Date
Candace Espeseth Executive Sponsor		
Sadie Rodriguez-Hawkins Executive Sponsor		
Ann Bruner Project Manager		

Appendix A: Revision History

<u>Revision</u>	<u>Date</u>	<u>Author</u>	<u>Description of change</u>
1.0	11/16/07	Michelle Paul	Drafted
1.1	1/9/08	Project Team	Revised key message statement, added surveys to communications matrix, and updated stakeholder groups.
1.2	1/11/08	Lee Hall	Revisions to titles.
1.3	11/15/08	Lee Hall	Revised Key Messages section noting difference between mandatory and non-mandatory data; added third message that no decision has been made yet.

Appendix B: Stakeholder Groups

EDD/COA Executive Project Sponsors

Sadie Rodriguez-Hawkins, *Senior Assistant Director, Accounting Division, OFM*
Candace Espeseth, *Assistant Director, Budget Division, OFM*

Roadmap Program Director

Wolfgang Opitz, *Deputy Director, OFM*

Roadmap Executive Steering Committee

Gary Robinson, *Director, DIS*
Linda Bremer, *Director, GA*
Eva Santos, *Director, DOP*
Stan Marshburn, *Chief Financial Officer, Budget Division, DSHS*
Wolfgang Opitz, *Deputy Director, OFM*

Roadmap Program Office

Kathy Rosmond, *Roadmap Program Positioning Activity Coordinator, OFM*

OFM Business Owners

Allen Schmidt, *Statewide Financial Systems Manager, Accounting Division, OFM*
Lynne McGuire, *Senior Budget Analyst, Budget Division, OFM*
Wendy Jarrett, *Accounting Division, OFM*

External QA Consultant

Julie Boyer, *Assistant Director, Sterling Associates*

DIS Oversight

Connie Michener, *Management Oversight for Strategic Technology Consultant, Information Services Division, DIS*

Information Services Board

Joe Dear (Chair) *Executive Director for the State Investment Board*
Gary Robinson (Vice-Chair) *Director, Department of Information Services*
The Honorable Glenn Anderson *Washington State House of Representatives*
The Honorable Karen Fraser *Washington State Senator*
Jayasri Guha *Private Sector Member*
Earl W. Heister *Private Sector Member*
The Honorable Ross Hunter *Washington State House of Representatives*
Dr. Ed Lazowska *University of Washington Department of Computer Science & Engineering*

Peter Tamayo *Chief Information Officer, Office of Superintendent of Public Instruction*

Jeff Hall *Deputy State Court Administrator, Administrative Office of the Courts*

Cindi Holmstrom *Director, Department of Revenue*

Mike Watson *Chief Deputy Commissioner, Office of the Insurance Commissioner*

Roadmap Advisory Group

Members of the *Roadmap* Advisory Group partnering agencies:

- Department of Agriculture
- Department of Corrections
- Department of Health
- Department of Licensing
- Department of Personnel
- Department of Revenue
- Department of Labor & Industries
- Department of Transportation
- Department of Information Services
- Department of Social and Health Services
- Employment Security Department
- Health Care Authority
- Liquor Control Board
- Office of Financial Management
- Office of State Treasurer
- State Lottery
- Superintendent of Public Instruction

Roadmap Touchstone Group

Representatives from:

- Legislative Branch
- Judicial Branch
- Executive Branch
- Separately Elected Officials

Roadmap Ad Hoc Visionary Group

Stan Marshburn, DSHS

Larisa Benson, GMAP

Bob Covington, DOT

Bill Ford, DOT

Sharon Whitehead, DOL

Wolfgang Opitz, OFM

Wendy Jarrett, OFM

Lynne McGuire, OFM

Peter Antolin, OFM

Sadie Hawkins, OFM

Kathy Rosmond, Roadmap Enterprise Program Office

Roadmap Governance Group

Agency directors from:

- Attorney General's Office
- Department of Social and Health Services
- Department of Information Services
- Department of Health
- General Administration
- Department of Corrections
- Washington State Transportation Safety Committee
- Department of Retirement Systems
- Department of Financial Institutions
- Department of Personnel
- Office of Financial Management

Operations Committee

Agency Deputy Directors

Financial Managers Advisory Committee (FMAC)

Agency Financial Managers

Purchasing Officers

Agency Purchasing Officers

ADAMS

Assistant Directors for Administration

EDD/COA Project Team Members

Ann Bruner, *Project Manager, OFM*
Michelle Paul, *Communications Coordinator, OFM*
Lee Hall, *Business Consultant, OFM SWA*
TBD, *Business Consultant, OFM SWFS*
TBD, *Business Consultant, OFM Budget*
TBD, *SWFS Consultant, OFM (for OFM systems)*
TBD, *SAP Consultant, SAP*
TBD, *Agency Business Consultants*
Semantic Arts, *Enterprise Application Architect*
TBD, *Writer*
Michelle Cook, *Data Architecture Consultant*

Others

Central Service Agencies

Legislature

All state agencies

Boards and Commissions

State Auditor's Office

GMAP

Higher Education

Council of Presidents

Community and Technical Colleges

Citizens

Business Partners