MDT★ **STATE OF MONTANA**
DEPARTMENT OF TRANSPORTATION
ENGINEERING DIVISION

CADD Platform Software Implementation Internal Communication Management Plan

AUTODESK. U.S. CAD

DLT
A TECH DATA COMPANY

Team DLT

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INTERNAL COMMUNICATION MANAGEMENT PLAN – DOCUMENT CHANGE LOG			
Version	**Date**	**Author**	**Description of Change**
1.00	November 12, 2021	Kathy James / Patrick Lane	Draft
1.01	December 9, 2021	Kathy James / Patrick Lane	Revision #1 – Added content
1.02	January 19, 2022	Kathy James / Patrick Lane	Stakeholder revisions – published version

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1.0   COMMUNICATIONS MANAGEMENT

1.1   PURPOSE

The purpose of the Communications Management Plan is to define the communication requirements for the project and how information will be distributed. The Communications Management Plan defines the following:

- What information will be communicated
- How the information will be communicated—in meetings, email, telephone, web portal, etc.
- When information will be distributed—the frequency of project communications, both formal and informal
- Identification of who is responsible for communicating project information
- Communication requirements for project stakeholders
- How changes in communication or the communication process are managed
- The flow of project communications
- Any constraints, internal or external, which affect project communications
- An escalation process for resolving any communication-based conflicts or issues
- A project team directory, including contact information

The Communications Management Plan sets the communications framework for this project. It will be used to guide communications throughout the life of the project.

1.2   APPROACH

The Project Managers will take a proactive role in ensuring effective communications on this project. Through the ongoing tasks of measuring and reporting on the performance of this project, communication will be in the forefront and continually reviewed. This continual review will focus on the communication matrix that is implemented as part of the project plan. This matrix will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it and to whom to communicate. This matrix will allow the project managers to identify potential communication challenges and obstacles and work with the project stakeholders to mitigate them.

As with most project plans, updates or changes may be required as the project progresses or unforeseen challenges occur, including the approval of project changes. Changes or updates may be required due to changes in personnel, scope, budget, or other unknown opportunities or challenges. Additionally, updates may be required as the project matures and additional requirements and or tasks are needed. The project managers are responsible for managing all proposed and approved changes to this plan. Once changes are approved, the project managers will update the plan, associated supporting documentation, and will distribute the updates to the project team and stakeholders. This methodology is consistent with change management best practices and will help to ensure all project stakeholders remain aware and informed.

1.3   CONSTRAINTS

All projects are subject to limitations and constraints as they must be within scope and adhere to budget, scheduling, and resource requirements. All CADD Implementation project communication activities will occur within the project's approved budget, schedule, and resource allocations. The project will adhere to all regulatory, technology, and organizational policy requirements as well. The project managers are responsible for ensuring that communication activities are performed by the project team and within the project plan. Communication activities will occur in accordance with the frequencies detailed in the Communication Matrix to ensure the project adheres to schedule, budget and resources identified in the project charter. Any deviation of these timelines may result in excessive costs or schedule delays and must be approved by the project sponsor.
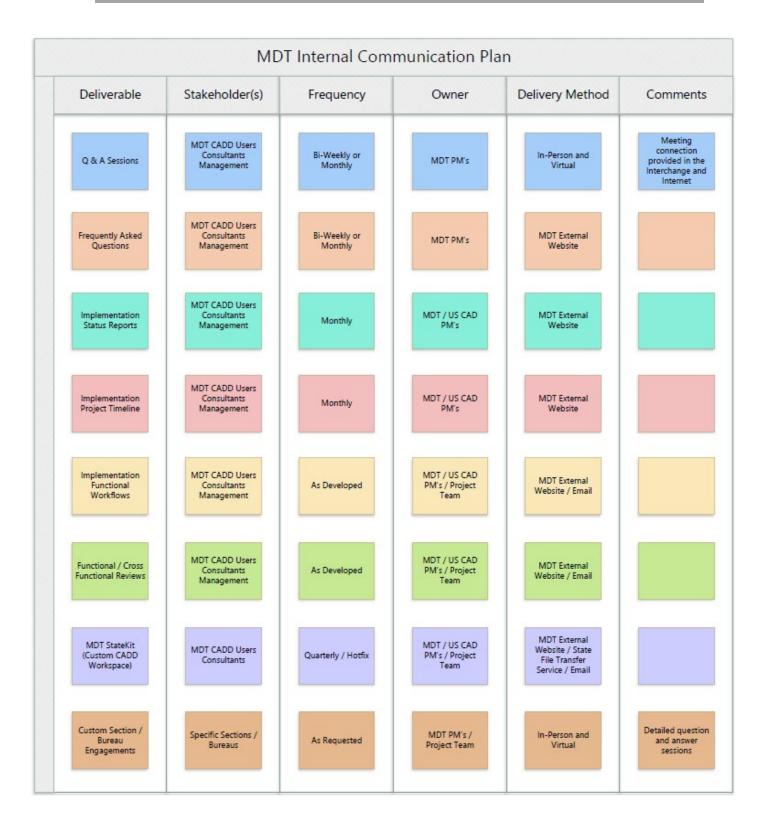
1.4   STAKEHOLDER REQUIREMENTS

The CADD implementation project consists of a broad range of stakeholders, all of whom have a vested interest in the success of the project. As such, it is imperative to capture our stakeholders' unique and collective communication expectations so information can flow appropriately. This communication plan outlines a comprehensive register of the project stakeholders, which can be found in the links section of this plan. The project managers will continually update this register and make it available to the project stakeholders and team for the life of the project. Project communications to the stakeholders will occur in accordance with the Communication Matrix.

Individual stakeholder communication needs will be solicited and considered within the constraints outlined for this project. These requirements will be documented in section 2.3 of this plan. In addition to identifying individual stakeholder communication requirements, the project managers will work with stakeholders to identify opportunities for unique channels and opportunities to share information.

2.0   COMMUNICATION METHODS

2.1   METHODS

Many times, the methods and technologies used to communicate are just as important as the information being communicated. The CADD Implementation is a large project with many stakeholders who all have different technological capabilities. For example, some may have access to internal MDT share drives while others will not. Some may have access to video teleconferencing and others only have telephone and email capabilities. To be effective, project information must be communicated to everyone using technology and capabilities accessible by all. Communication methods and technologies are available in the project's communication matrix. The project team, with input from stakeholders, will determine the communication methods and technologies based on several factors to include stakeholder communication requirements, available technologies (internal and external), and organizational policies and standards.

2.2 COMMUNICATION MATRIX

MDT Internal Communication Plan

Deliverable	Stakeholder(s)	Frequency	Owner	Delivery Method	Comments
Q & A Sessions	MDT CADD Users Consultants Management	Bi-Weekly or Monthly	MDT PM's	In-Person and Virtual	Meeting connection provided in the Interchange and Internet
Frequently Asked Questions	MDT CADD Users Consultants Management	Bi-Weekly or Monthly	MDT PM's	MDT External Website	
Implementation Status Reports	MDT CADD Users Consultants Management	Monthly	MDT / US CAD PM's	MDT External Website	
Implementation Project Timeline	MDT CADD Users Consultants Management	Monthly	MDT / US CAD PM's	MDT External Website	
Implementation Functional Workflows	MDT CADD Users Consultants Management	As Developed	MDT / US CAD PM's / Project Team	MDT External Website / Email	
Functional / Cross Functional Reviews	MDT CADD Users Consultants Management	As Developed	MDT / US CAD PM's / Project Team	MDT External Website / Email	
MDT StateKit (Custom CADD Workspace)	MDT CADD Users Consultants	Quarterly / Hotfix	MDT / US CAD PM's / Project Team	MDT External Website / State File Transfer Service / Email	
Custom Section / Bureau Engagements	Specific Sections / Bureaus	As Requested	MDT PM's / Project Team	In-Person and Virtual	Detailed question and answer sessions

2.3 IDENTIFIED COMMUNICATION ENGAGEMENTS

CORE TEAM

Meetings	Audience	Communication Lead	Frequency
Engineering Staff Mtg.	Eng. Bureau Chiefs	MDT PM's	Monthly
Precon-Const Mtg.	Preconstruction/Construction	MDT PM's	Quarterly
DCE Meeting	Construction / Districts	MDT PM's	Quarterly
Preconstruction Mtg.	Preconstruction / Districts	MDT PM's	Quarterly
MDT / MCA	Montana Contractors	MDT PM's	Quarterly
Preconstruction Conf.	Preconstruction – Statewide	MDT PM's	Annual
Construction Conf.	Construction – Statewide	MDT PM's	Bi-Annual

STAKEHOLDERS

Meetings	Audience	Communication Lead	Frequency
Bureau Meetings	Engineering Staff	Bureau Chief	Various
Implementation Meetings (Touch Points)	Implementation PM's	Bureau Chief	As needed
Quarterly District Preconstruction Meetings	District Preconstruction	Preconstruction Engineer	Quarterly
Construction-Preconstruction "Cuss & Discuss"	Construction reviewers, DCEs and Ops Engineers, Preconstruction Engineers, Projects Engineers	Cadd Implementation PM	Biannual
District Design Coordination Meetings	District Design Teams	Preconstruction Engineer	Biannual
Division Staff Meetings	Bureau Chiefs	Division Administrator	Various

A communication register will be maintained to track the various engagements details, including audience, topics and lessons learned. The register can be found in the links section of this plan.

3.0 COMMUNICATION GOALS / OBJECTIVES

This project is going to impact most people in the Agency. Currently there are roughly 500 users that are creating and or consuming CADD data and deliverables daily. It is because of this large-scale enterprise approach that communication is extremely important to the success of this project. The following are detailed goals for this project's communications.

3.1 PROJECT COMMUNICATION GOALS

- Communication information must be provided in a manner that is clearly understood by all parties
- Communication information must be timely, accurate and easily found
- The project sponsors, team, and stakeholders must communicate a clear and agreed upon message

- Communication must include methodologies for the project's affected staff to provide input and feedback
- Communications must include an easily understood scope of the project so as not to create confusion involving other projects and or initiatives.
- Communication from all stakeholders must include clearly understood goals and expectations for the project's success
- Communications from the projects stakeholders will outline specific details of the project including but not limited to the why and how

4.0   TOOLS

The following are identified tools and technologies that will be used for project communications.

Microsoft Office Suite	Internet	MDT Intranet
Microsoft Teams	ZOOM	VISIO
Microsoft Publisher	Email	State of MT File Transfer
Microsoft OneNote	VMWare Remote Control	Citrix Desktop Client
Cisco VPN Client	Mural	BIM360
Microsoft One Drive		

5.0   LINKS

The following links reference additional documentation as referenced in the communication plan.

CADD Implementation Web Site:
    CADD Software Implementation | Montana Department of Transportation (MDT) (mt.gov)

CADD Implementation FAQ's:
    Frequently Asked Questions (mt.gov)

6.0 COMMUNICATION ESCALATION PROCESS

Efficient and timely communication is the key to this project's success. As such, it is imperative that any disputes, conflicts, or discrepancies regarding communications are resolved in a way that is conducive to maintaining the goals and schedule, ensuring the correct communications are distributed, and preventing any ongoing difficulties. To ensure issues are resolved, the Implementation Project Managers will use a standard escalation model to provide a framework for escalating communication issues. The table below defines the priority levels, decision authorities, and timeframes for resolution.

Priority	Definition	Decision Authority	Timeframe for Resolution
Priority 1	Major impact. If not resolved quickly there will be a significant adverse impact to business or technology goals.	Executive Sponsor Executive Owner	Within three business days
Priority 2	Medium impact which may result in some adverse impact to business or technology goals.	Executive Owner Executive Sponsor	Within seven business days
Priority 3	Slight impact which may cause some minor difficulties but no impact to business or technology goals.	Operations Manager / Project Managers	Within ten business days
Priority 4	Insignificant impact but there may be a better solution.	Project Core Team (Consensus)	Work continues and any recommendations are documented in the project's decision log