**Field Records Inventory**

**Communications Plan**

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VERSION HISTORY

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| --- | --- | --- | --- |
| Version Number | Author(s) | Date | Overview of Changes |
| 1.0 |  |  |  |

# Overview

This plan details the approach for developing, distributing and managing stakeholder communications related to the [CLIENT] Field Records Inventory (FRI) project. This plan elaborates *Task 2.2.1 – Communications* of the project work breakdown structure.

# Purpose

This communications plan identifies the communication methods planned for the FRI project. It details the purpose and types of communication to be used, the audiences for the communications, and the timeframe for communications relative to other project activities.

The primary goal of strategic communications is to increase the probability of success for the project by providing information related to the project to offices and staff in a proactive and timely fashion. Proactive and timely communications provide a mechanism to ensure understanding of the project and address scheduling, logistics, and other aspects of the project. To achieve this goal, the communications plan addresses three key objectives.

1. Increase awareness and understanding of the project across the organization
2. Prepare employees for the assessment and cleanup activities at specific locations
3. Provide proactive communication of status, issues, and results during and after the assessment and cleanup activities

# Communications Overview

Communications are critical to the overall success of the FRI project. The assessment and cleanup requires commitment from numerous levels of the organization. Targeted, timely, understandable and useful communications increase understanding and commitment. Two-way communication and opportunities for stakeholders to ask questions and make suggestions also add to the level of commitment and readiness. We have organized communications to support specific messages and goals for each phase of the project.

The tables in the following sections provide an overview of the communications for each phase of the project. Each table provides details on communication objectives and key messages at a summary level. Additionally, the tables provide detailed information on specific communications to be made during each phase including the audience, delivery mechanism, message detail, and expected due date/frequency of the message.

## Project Introduction Communications

The initial set of communications from the FRI project team introduces the project to the senior stakeholders at a location or set of locations. Senior stakeholders are typically managers and supervisors. The initial communications provide an introduction to the project, an overview of the goals, the process for completing the project, and the role that senior stakeholders (and their designees) will play in the project.

|  |  |  |  |
| --- | --- | --- | --- |
| **Communication Objectives** | | Create awareness and understanding among senior staff in target locations[[1]](#footnote-1) of the schedule and process for the records assessment and cleanup activities. | |
| **Key Messages** | | Describe importance of project for EO and its daily operations.  Provide details on impact of project and what is required of supervisors/staff. | |
| **Audience** | **Delivery Mechanism** | **Message Detail** | **Expected Due Date/Frequency** |
| * Supervisors (for all departments) in target locations * Distribution Control Center (DCC) consolidation managers | Email | * Describe project scope * Identify goals/importance of project including focus on vital records * Identify groups impacted * Identify actions/responsibilities of staff * Action item: Identify Points-of-Contact (POCs) within each department to participate in project | * April 2015 |
| * Supervisors (optional) * POCs identified by supervisors * DCC consolidation managers | Webinar | * Kickoff meeting to provide further details on scope and schedule of project * Introduce records management tools including the records retention schedule * Discuss offsite storage and the legal hold warehouse * Provide details on legal holds * Provide details on expected results using records inventory and results from Fresno | * April 2015 |

## Individual Office Advance Team Communications

The communications prior to and during the advance team process are critical as they provide an opportunity for stakeholders to meet the project team and understand the project in greater detail. Likewise, the advance team process and results, including the relationships with stakeholders established during the process, are critical to the success of onsite processing. Advance team communications focus on proactive scheduling and information sharing as detailed in the table below.

|  |  |  |  |
| --- | --- | --- | --- |
| **Communication Objectives** | | Establish relationship with key onsite stakeholders (supervisors, POCs, and DCC consolidation managers) to ensure successful advance team and lay the foundation for successful onsite processing.  Ensure all stakeholders are aware of advance team process, goals, and timing.  Provide stakeholders with key information about hard-copy records prior to, during, and after advance team. | |
| **Key Messages** | | Provide detailed summary of information to be gathered during the advance team and why it is important to the success of the cleanup.  Confirm logistics, process, goals, and schedule of advance team activities.  Provide pre-visit and post-visit records summary documents to key stakeholders. | |
| **Audience** | **Delivery Mechanism** | **Message Detail** | **Expected Due Date/Frequency** |
| * POCs and DCC consolidation managers | Email | * Schedule in-person meetings and walkthroughs * Provide list of expected record repositories and volume * Provide desk-side reference guide for staff use in reviewing records in cubicles and offices | * 1-2 weeks prior to advance team visit |
| * Supervisors (optional) * POCs identified by supervisors * DCC consolidation managers | In-person meeting | * Kickoff meeting to initiate advance team * Describe processes in detail * Introduce team * Discuss offsite storage and the legal hold warehouse * Provide details on expected results * Answer any questions | * First day of advance team visit |
| * Safety and security POCs | In-person meeting | * Discuss logistics of records review and processing including supply management * Discuss logistics of box pickups by Nor-Cal | * During advance team visit |
| * POCs and DCC consolidation managers | In-person meeting | * Review/validate record repositories and record types * Provide details on processing phase, records center storage, and legal hold warehouse * Identify offsite record repositories | * During advance team visit |
| * All POCs | Email | * Thank you for participation * Provide summary of advance team activities * Provide details on schedule for processing phase * Provide contact information for questions | * Within 2 days of last day of advance team visit |

## Onsite Processing Communications

The communications prior to, during, and after onsite processing are essential to the success of the project, as well as fostering relationships between field offices and the EO records and information management team. Onsite processing requires a significant investment of time to provide stakeholders with ongoing updates during processing and address any issues that arise. Communications are proactive and comprehensive in order to facilitate the onsite processing to the highest degree possible.

|  |  |  |  |
| --- | --- | --- | --- |
| **Communication Objectives** | | Build relationships with onsite stakeholders.  Provide proactive communication of project status, issues, and anticipated completion.  Ensure safe and secure operations of project team.  Minimize impact on daily operations through proactive communications.  Provide information for recalling information sent to offsite storage or answering other questions following completion of onsite processing activities. | |
| **Key Messages** | | Detailed schedule and status information throughout processing phase.  Proactive, timely notification of supply deliveries and box pickups.  Timely reporting and resolution of issues.  Schedule and impact of one-by-one review of cubicles and offices.  Ongoing coordination with safety and security POCs. | |
| **Audience** | **Delivery Mechanism** | **Message Detail** | **Expected Due Date/Frequency** |
| * All POCs | Email | * Notification of processing phase schedule | * 3-4 weeks prior to start of processing phase |
| * All POCs | In-person meeting | * Introduce onsite team * Provide details of processing activities, logistics, safety, and security * Identify key POCs | * Within first 2 days of processing phase start at each location |
| * Department POCs | In-person meeting, followed up with email | * Provide status and anticipated completion * Identify and resolve issues * Provide details on amount and type of records found | * Every two weeks (or when a department’s record repositories are complete) |
| * All POCs, including safety and security | Email | * Provide details on scheduled pickups of boxes * Confirm/modify security and safety protocols for box pickup | * 3-4 days prior to box pickup |
| * [CLIENT] Corporate Records Center | Email/telephone | * Provide schedule and anticipated number of boxes to be shipped | * 1-2 weeks prior to scheduled box pickup |
| * Shipping Company shipping | Email/help desk ticket | * Provide preferred dates and estimated number of boxes for pickup | * 1-2 weeks prior to schedule box pickup |
| * Supply delivery POC | Email/in-person meeting | * Provide details on schedule delivery of supplies | * 2-3 days prior to scheduled delivery |

## Post-Cleanup Communications

Once processing is complete, communications focus on ensuring stakeholders are aware of and comfortable with the results of the project. This includes providing access to tools and documentation for retrieving information and continuing to send legacy information to offsite storage. Communications are sent in a timely fashion following the end of the processing phase as described below.

|  |  |  |  |
| --- | --- | --- | --- |
| **Communication Objectives** | | Ensure stakeholder requirements/questions have been met or answered.  Ensure stakeholders understand the body of records that were reviewed and processed.  Ensure stakeholders understand how to find and recall records sent to offsite storage.  Provide contact information for future questions/concerns. | |
| **Key Messages** | | Results of cleanup activities.  Process and tools for finding and recalling boxes stored at records center.  Thank you for participation.  Opportunity for feedback. | |
| **Audience** | **Delivery Mechanism** | **Message Detail** | **Expected Due Date/Frequency** |
| * All POCs | Email | * Thank you for participation * Provide results of the cleanup * Provide box tracking tool and instructions for finding and recalling boxes | * Within 3 days of end of processing phase |
| * Supervisors and DCC consolidation coordinators | Email | * Thank you for participation * Provide location summary document * Solicit feedback | * Within 3 days of end of processing phase |

# Roles and Responsibilities

This section identifies the roles and responsibilities in managing communications for the project including roles for [CLIENT] and [Consultant] members of the team. Additionally, there may be other [CLIENT] contractors (e.g., Shipping Company, Corporate Real Estate support contractors) that will play a role in the completion of the project.

## Roles & Responsibilities

[CLIENT] staff are responsible for developing and approving the project communications listed above with input from [Consultant] staff (which may include drafting initial versions of communications or reviewing communications drafted by [CLIENT]). Unless delegated to another member of the team, the [CLIENT] project manager is responsible for approving communications prior to dissemination to the target audience.

The following chart displays the [CLIENT] project team. The individuals primarily involved in communications management are highlighted in yellow.



[CLIENT] Communications Management Roles & Responsibilities

|  |  |
| --- | --- |
| **Role** | **Responsibility** |
| Project Manager | Review and approve communications  Send selected communications to specific audiences |
| Change Management / Communications Specialist | Identify audiences and key personnel  Draft and review communications  Send selected communications to specific audiences  Draft and send follow-up communications  Schedule teleconferences, web meetings, and in-person meetings |
| Administrative Support Specialist | Draft and send follow-up communications  Schedule teleconferences, web meetings, and in-person meetings  Draft and send vendor (e.g., Nor-Cal) communications |

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## **[Consultant] Roles & Responsibilities**

The [Consultant] team includes communications specialists with experience executing similar assessment and cleanup projects. Those individuals may draft or review project communications in support of the project managers. Additionally, the program manager provides another level of review and approval for critical communications required throughout the course of the project. Together, the program manager, project managers, and communications specialists work with the [CLIENT] team to ensure communications are understandable, useful, and specific to each target audience.

The chart below displays the [Consultant] project team. The individuals primarily involved in communications management are highlighted in yellow.



**[Consultant] Communications Management Roles & Responsibilities**

|  |  |
| --- | --- |
| **Role** | **Responsibility** |
| Program Manager | Review and approve communications |
| Project Managers | Draft and review communications  Send select communications to specific audiences |
| Records Management SMEs / Communications Specialists | Draft communications |

# Updates to Communications Plan

This plan addresses the strategic communications that support the ongoing implementation of the FRI project. The plan is a living document and is intended to be revised and built upon as the records cleanup activity continues and evolves over time. As such, this plan will be reviewed and updated as required by ongoing project activities. At a minimum, the FRI project team will review the plan at each step of the process (i.e., following the initial kickoff meeting, after each of the first four advance team visits, and following the completion of each processing location).

1. Each location comprises a mapping office and associated satellite locations as well as the co-located DCCs, where applicable. [↑](#footnote-ref-1)