Deloitte.

State of Louisiana
IT Consolidation
Communications Plan

Contents

1. Plan Overview..... 1
2. Communication Objectives..... 2
3. Approach..... 3
4. Communications Processes..... 9
5. Stakeholder Analysis..... 13

1. Plan Overview

Plan Overview

An essential element to the success of the IT Consolidation project is proactively communicating the projects goals, vision and outputs to all impacted stakeholders. Effective communication for IT Consolidation will result in a program that is bolstered by ideas from the State's IT and business communities, enable a common understanding of the program's activities, and increase stakeholder buy-in. Program communications will occur in two distinct parts. Each part is diagramed below.

Figure 1: Program Communications Approach

Phase 1, Build Awareness and Consensus is the communications approach employed in Phase 1. It focuses on communicating the outputs of Phase 1 to a select set of executive and other key stakeholders for the purposes of increasing awareness and support for IT Consolidation. Phase 1 will consist of largely ad hoc meetings with individuals and stakeholder groups conducted through the coordination of OIT as well as website and email updates to IT staff.

Phase 2, Conduct On-Going Communications broadens the scope of communications for IT Consolidation. Phase 2 will rely on a set of formal tools to communicate to both the stakeholders identified in Phase 1 communications and a broader audience of Department IT Staff, business leaders, and other stakeholders. Phase 2 will take place through a central communication organization within OIT, working to create consistent, relevant and timely messages tailored to the needs of specific stakeholder groups.

Each Phase is described in greater detail in the sections that follow. Phase 1 activities are described so that appropriate context is provided to the activities undertaken in Phase 2.

2. Communication Objectives

Objectives

There are four objectives for Communications on the IT Consolidation project:

1. Provide information on IT Consolidation planning, timeline, impacts, progress, and performance measurement to staff, key stakeholders, government officials, and the public to build an understanding of IT Consolidation
2. Generate clear, concise, and consistent messages about IT Consolidation
3. Highlight IT consolidation success stories and benefits (e.g., efficiency gains) specific to Louisiana agencies to maintain momentum and build external support
4. Build an IT community at both the State and agency-levels to develop staff buy-in in the new IT Consolidation service delivery model

3. Approach

Communication Phases

Communications around IT Consolidation has been organized in to two distinct parts: *1. Build Awareness and Consensus*, and *2. Conduct On-Going Communications*.

Phase 1. Build Awareness and Consensus → **Phase 2. Conduct On-Going Communications**

This structure allows for a focus on building support from key stakeholders early in the program, and expanding on these well-developed supports for communications in subsequent Phases. *On-Going Communications* is a formal approach that uses a defined multi-channel communication program. The sections that follow outline the components of each part of communication.

Phase 1: Build Awareness and Consensus

Phase 1 focuses primarily on internal communications to key stakeholders and advisors. It builds the foundation for support and overall messaging around IT Consolidation as plans and programs are developed. Table 1 below provides additional details about the phase.

Aspect	Phase 1. Build Awareness and Consensus
Who-Audience	• Governor and other Executive Staff • CISD/CIO advisory groups • IT and Business leadership • IT managers and staff
What	• Achieve support and feedback for IT Consolidation guiding principles and recommendations, while laying the foundation for LA's strategic IT vision
When	• November 2013 through February 2014
Where	• In-person individual meetings • Working meetings • Executive briefings and reports • Website
Why	• To build consensus around Phase 1 deliverables • To start creating a culture of transparency and collaboration • To update other key stakeholders on impacts and changes as they occur • To build executive buy-in and ownership • To highlight efficiencies and leading practices in order to build key stakeholder support
How	• Tight coordination between OIT, the Governor's office, DOA to understand the needs of various stakeholders

Table 1: Phase 1

Phase 2: Conduct On-Going Communications

Phase 2 has the same internal facing components as Phase 1, but expands the focus to working groups, external stakeholders and staff as well. Communications in Phase 2 will take place within the framework of a formal and multi-channel communication program. In person meetings, used in Phase 1 will continue, especially as they relate to educating key stakeholders. In person communications will be enhanced through the addition of working groups focused on developing strategies for specific consolidation opportunities; and eventually, town halls which will be used as a forum to educate larger groups of stakeholders and staff.

Aspect	Phase 2. Conduct On-Going Communications	
Who-Audience	• Phase 1 Audience	• Government officials • Working Group participants • Department staff • General public
What	• Obtain support of and participation in IT Consolidation • Communicate IT Consolidation program objectives, activities, lessons learned and opportunities	
When	• February 2014-Consolidation Completion	
Where	• Continue Phase 1 Approach • Working Groups • Town Halls	• Newsletter • Email Blast • Website • Collaboration Site (as needed)
Why	• To build support and engagement with programs and results from Phases 2 onward • To create a culture of transparency and collaboration • To update key stakeholders on impacts and changes as they occur • To build executive buy-in and ownership • To highlight efficiencies and leading practices in order to build government and public support • To communicate lessons learned and best practices across agencies implementing common IT Consolidation programs	
How	• A robust and formal communication program	

Table 2: Phase 2

The IT Consolidation Communications Office: Roles and Responsibilities

The IT Consolidation communications office is a dedicated team of staff working on IT Consolidation Communications. The office is composed of representation from OIT, and representatives from the IT Consolidation Program Management Office (PMO). Communications staff will be the primary team for developing push and pull communications using established communications tools (e.g., Web management) and is responsible for planning and coordinating communications, while the PMO provides technical and contextual information for inclusion into communications messages. This highly coordinated approach allows for communications and logistical expertise comingled with appropriately detailed information about this complex program. It will also help target the right stakeholders at the right time and build on the culture of collaboration that IT Consolidation requires.

Channels and Tools

Additional tools and channels will be used to enable program communications, ensuring that staff and the general public have regular and accurate information about Consolidation. In addition to pushing key messages out, these channels will allow individuals to seek information on their own. Table 3 below elaborates on each channel focus, goals, and frequency.

Channel	Focus of Communication	Channel Goals	Frequency	Distribution Process
E-mail Blast	• Provide quick bulletins to communicate milestones and timely updates on Consolidation progress	• Communicate milestones passed quickly to a broad audience • Engage the State IT community as a whole	• Weekly or Bi-weekly	• Draft and review with ITC Program Leadership • Submit for feedback from CIO • Finalize and post or distribute via ITC PMO Mailbox *(See also process diagrams in Section 4)*
Newsletter	• Cumulative quarterly progress • Broad picture of Consolidation successes and challenges	• Summarize progress over the last month • Provide more detailed follow-up information from email blasts • Develop the sense of one IT community	• Monthly	• Draft and review with ITC Program Leadership • Submit for feedback from CIO • Finalize and post or distribute via ITC PMO Mailbox *(See also process diagrams in Section 4)*
Collaboration Site (Discussed below)	• Focused communication to working group members • Shared space to collaborate on documents and research	• Establish a single point of collaboration • Enable constant communication between working group members • Encourage participation and engagement	• On-going	• Working Group Thread Leads add working group materials and meeting minutes as well as materials for review • ITC PMO conducts periodic reviews
Website	• Consolidation wide information that provides a comprehensive view of project and phases	• Develop the sense of one IT community • Provide a sweeping view of Consolidation activities • Enable participation with feedback/suggestion form • Gather feedback anonymously (*See Section 4*)	• On-going	• TBD
Webinars (Phase 2)	• Training and progress on Consolidation process	• Conduct training for project components • Communicate progress on Consolidation • Share project next steps/lessons learned	• Ad-Hoc	• IT Consolidation PMO or Communications Office generate materials based on subject area • Review with ITC Program Leadership
Town halls	• Upcoming agency specific and statewide Consolidation changes that will impact staff	• Communicate clear and transparent messages directly to staff • Reduce confusion about the purpose of Consolidation • Alleviate "water cooler" ta k and enhance buy-in for program goals	• Once during first year of Consolidation • Per agency specific needs, after first year	• IT Consolidation PMO or Communications Office generate materials based on subject area • Review with ITC Program Leadership • Conduct town halls
Press releases	• Communicate broadly to media and external interested parties	• Answer questions and combat rumors • Spread news of successes	• As needed	• OIT provide content to DOA communications team • DOA communications team releases as is typical

Table 3: External Communication Tools and Channels

IT Consolidation Collaboration Site: For Phase 2

A key internal tool for communication is the ITC Collaboration Site. The IT Consolidation working groups will use the collaboration site, and their specific working group pages to collaborate around and develop Consolidation ideas. The internal collaboration sites provide working group members a space to communicate outside of weekly Core team meetings and to work together in a shared space on documents. The sites can only be accessed by identified working group members and are not available publicly. The ITC PMO Communication Office provides user names and passwords to IT Consolidation Participants. Access rights for the collaboration site fall in three types:

1. Thread Level Access – This is the access level granted to the majority of working group participants. This access level allows the viewer to see only the activities of the thread they participate in and the "Shared" documents area

2. Program Management Access – This is the access level granted to members of the core ITC Program Management Team. This includes members of the Deloitte Support staff, OIT and Communications leads.

3. Executive Access – This level of access is granted to executive level stakeholders who desire access to updates to program activities or key documents. The ITC PMO populates the Executive Reports area on an as needed basis.

The core team site will feature:

- **Calendar**: Keep track of meetings and milestones.
- **Blog**: Share ideas and thoughts and engage in a conversation.
- **Document Library**: Share documents within the group, and give group members the ability to comment and edit.
- **Performance Measurement Dashboard**: Track progress and project milestones.
- **Task List**: Develop project and task list. Group members will be able to assign tasks to members and track the progress of each item.

These sites are intended for central communication and are not to be used to store confidential information. Table 4 below provides definition around the specific use of the collaboration site

Included on Collaboration Site	Not included on collaboration site
• Working Group Presentations	• Draft Procurement Documents
• Meeting Minutes	• Inventory results and information
• Documents under working group review	• Sensitive data about LA or its assets (technical or financial)
• Idea Sharing	
• Relevant Reference Resources and Articles	
• Other Presentations	

Table 4: Collaboration Site Use

Working Groups and Other Stakeholder Groups

Key groups of stakeholders will be supported by in-person IT Consolidation Communication meetings or working sessions. These groups are the Core Team, In-Scope Agencies, CISD, and for Phase 2 especially, topic specific working groups. Communications to these groups will happen via in person meetings of varying frequency depending on the composition of the group. The objectives of these meetings vary from simply informing participants of ITC activities, to helping identify key risks, challenges, and opportunities in IT Consolidation, and providing insights and feedback about strategies and service design. In addition to contributing to IT Consolidation solutions, and/or receiving updates these groups are essential to creating a culture of collaboration as regular meeting provide the opportunity for ideas to be generated and shared priorities to be identified and communicated. A comparative table of responsibilities of these groups is below in Table 5.

Group	Focus of Meetings/Communication	Participants	Meeting Frequency
Project Team	• Provide an opportunity to review deliverables and recommendations and enhance future state vision for services • Enable a culture of collaboration through opportunities for knowledge sharing, communications, and development of Consolidation ideas and recommendations	• State CIO • Project Team Members	• As needed
CISD	• Provide periodic updates on IT Consolidation progress	• State CIO • All CISD members	• Monthly
Commissioners Meeting	• Provide periodic updates on IT Consolidation progress and highlight key leadership and administrative decisions that need to be made	• State CIO • DOA Commissioner/ Assistant Commissioner	• Monthly
Phase 2: Topic Specific Working Groups	• Help shape the Phase 2 deliverables of IT Consolidation by providing deep knowledge of the operations, dependencies, and constraints about Louisiana's IT and general operating environments • Establish a common vision, provide guidance on recommendations, identified risks • Developing shared priorities and encouraging agencies to align with a common vision for IT Consolidation throughout the process	• In Scope Agency CIO's • Agency service area leaders and staff identified • Local representatives	• Weekly
In-Scope Agencies CIOs	• Provide updates on Consolidation initiatives and provide feedback on recommendations	• State CIO • In Scope Agency CIO's	• As-needed

Table 5: Working Group and Other Stakeholder Group Responsibilities

The Timing and targeted messaging for each group is provided in the section that follows

Timing

The timeline in Figure 2 provides a high level overview of when each channel will be developed, implemented and used over the course of IT Consolidation.

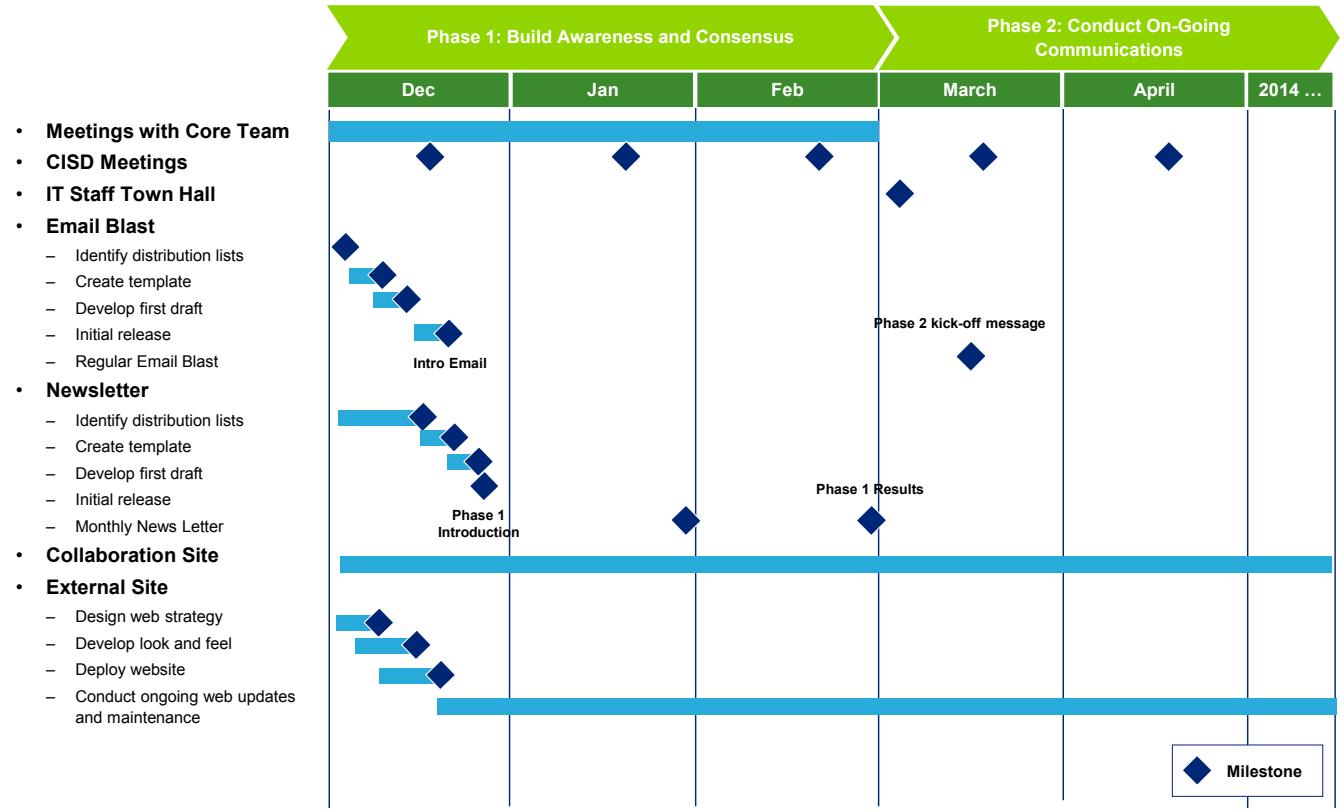

Figure 2: Channel Timeline

The timeline below provides a high level overview of when stakeholder meetings will be conducted to inform stakeholder groups on specific topics

Key Messages

IT Consolidation will take an active communications approach bolstered by well executed messaging around key themes. Communications will be branded around a set of key messages driven at developing a consistent understanding of IT Consolidation's purpose and impacts. Specific messages will evolve over time to address specific program happenings but key themes will resonate throughout the program (Table 6).

Impacts Themes	Detail
Efficiency	• Eliminate duplicate IT systems • Improve purchasing power by combining procurements • Reduce and optimize IT spend per unit
Effectiveness	• Improved ability to align our IT resources with high-level priorities of agencies • Improved reliability of IT services • Industry standard delivery of IT services
Resource Sharing	• Greater data sharing to reduce costs and improve services • Reduced dependence on redundant and duplicative systems and processes • Strategic allocation of scarce human and financial resources
What is IT Consolidation?	• Information on out tasking, changes to IT operations, impact to staff • Details on what IT consolidation is, and what it is not • FAQ

Table 6: Key Messages

4. Communications Processes

To facilitate a streamlined and consistent communication approach for regular Program Communication Channels, a standard set of processes will be employed. These processes are for the development of Web Content, Email Blast, and the Newsletter and for addressing Feedback obtained through the web site.

Process 1: Web Content Publication Process

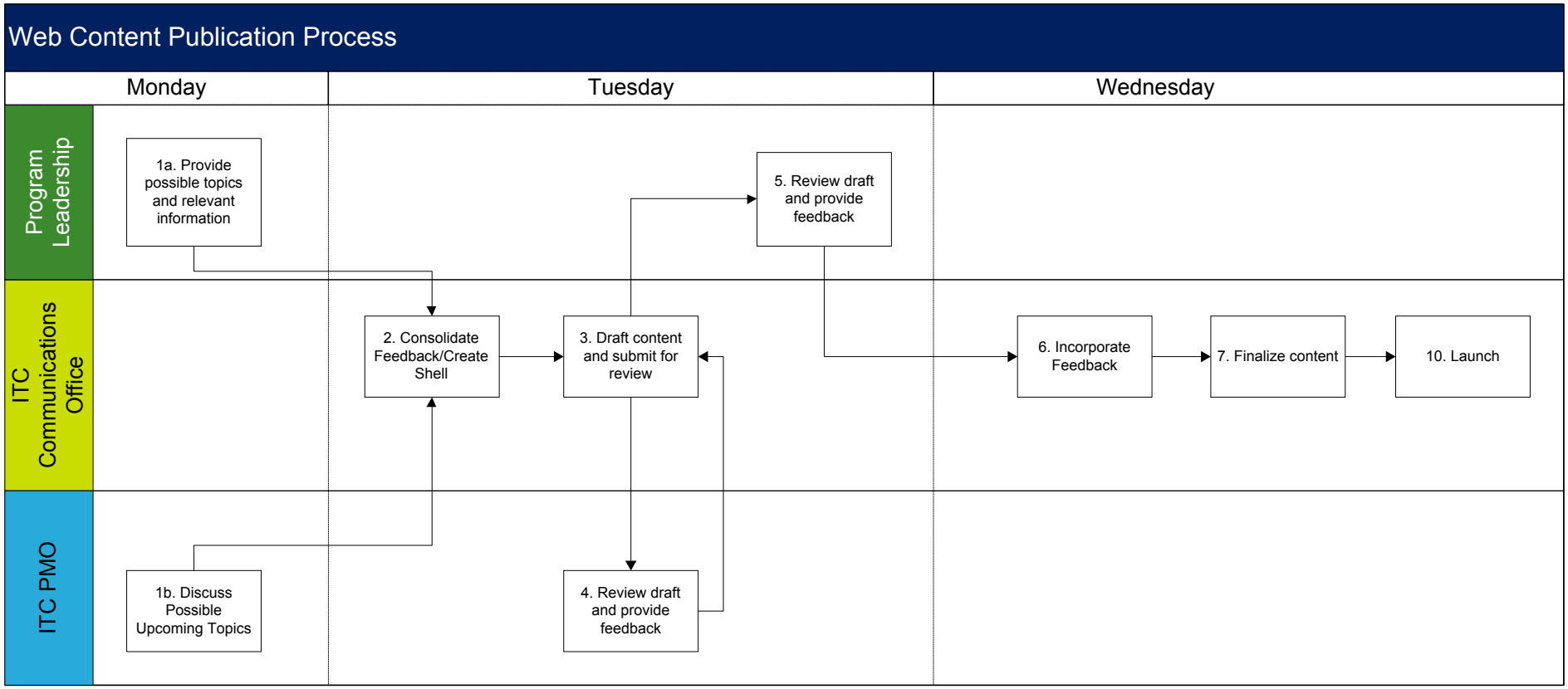

Figure 3: Web Content Publication Process

Process 2: Email Blast Development

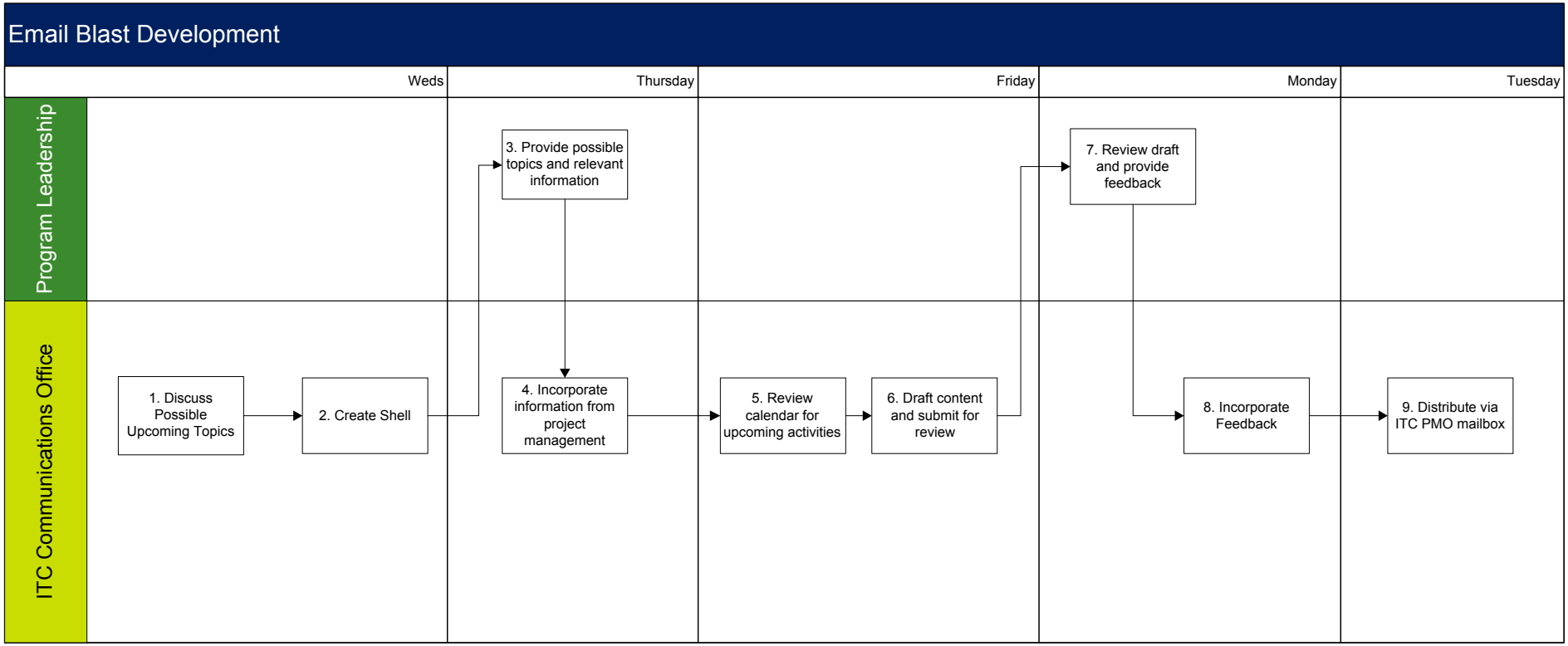

Figure 4: Email Blast Development Process

Process 3: Newsletter Publication

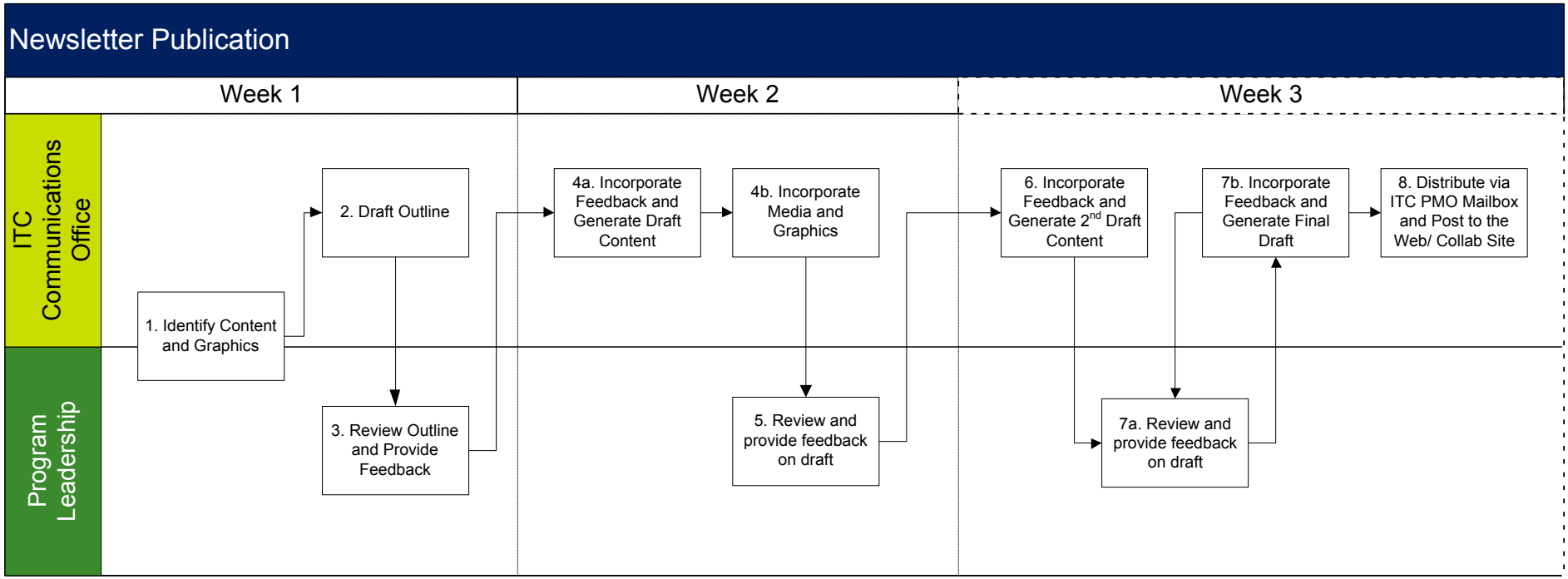

Figure 5: Newsletter Publication Process

Process 4: Feedback Escalation and Response Procedure

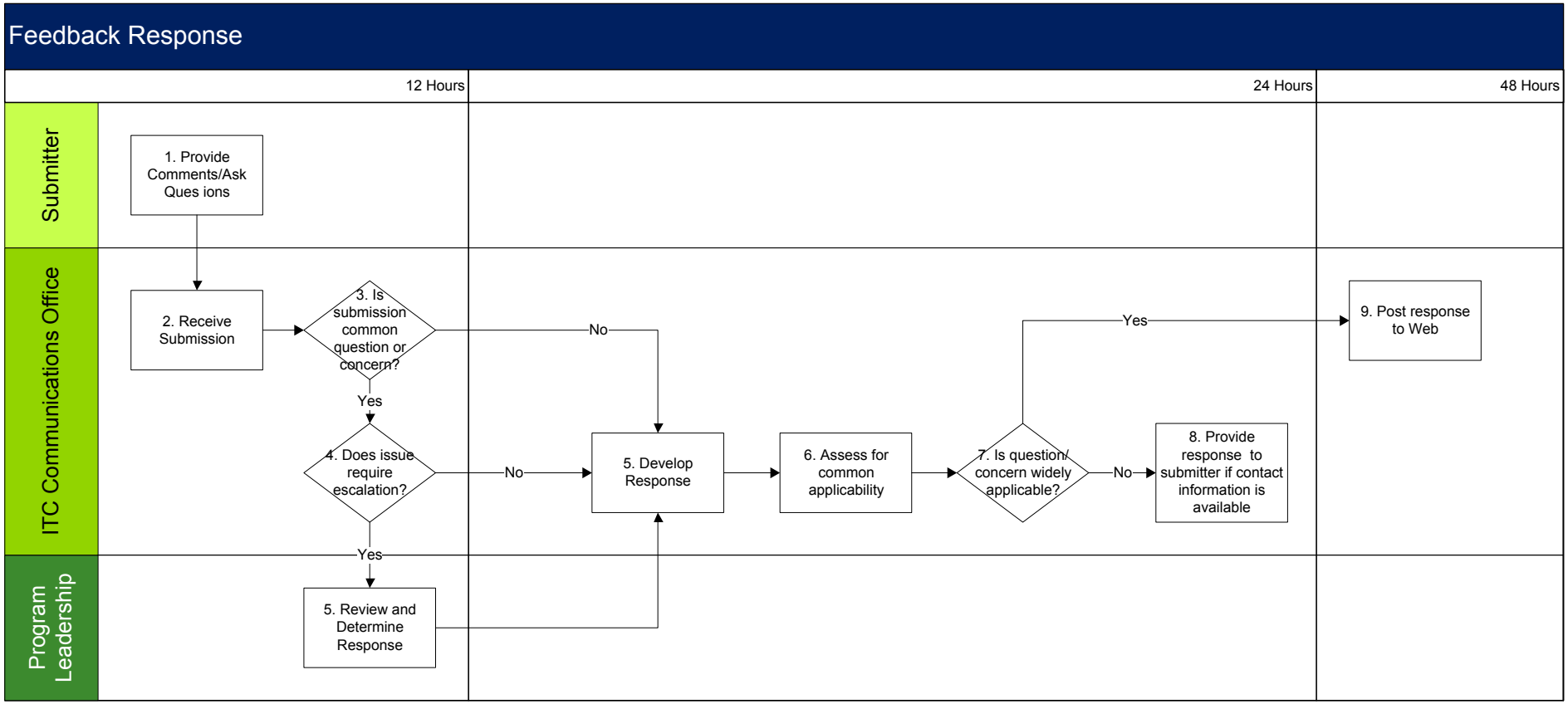

Figure 6: Feedback Escalation and Response Procedure

5. Stakeholder Analysis

A key input in this communications plan is to identify relevant stakeholders and determine their key concerns, level of involvement in the process, and the basic level of communication they need to receive. Table 7 below provides a wide perspective on the stakeholders in IT Consolidation providing the:

- Stakeholder group
- Likely key issues and concerns
- Level of involvement targeted by IT Consolidation communications
- Type of communications to be used with the group
- Frequency of those communications

In addition to the channels listed explicitly in the table, stakeholder groups will have access to the Consolidation Website, which will provide a constant location for individuals to seek out updates and information about the program. Because it is assumed to be a constant and widely available, it is not listed specifically in the table. Stakeholder groups discussed elsewhere are also not listed in the table.

Stakeholder Group	Key Issues / Concerns	Level of Involvement	Type of Communication	Frequency
• Business Unit Staff	• Impacts on service delivery • General administrative impacts (e.g. having to call a different number for helpdesk services) • Consistency with federal regulations	• Not directly involved	• Email Blast • Newsletter	• Per formal communications release timelines
• Civil Service Leadership	• Impacts on existing jobs, retention, and recruiting	• Organizational development support • Coordination of HR communications	• In-person individual meetings • Group working meetings	• As needed
• Civil Service	• Impacts on staff opportunities, roles and respons bilities • Other organizational impacts such as changes in reporting structure and operating principals • Training and title change requirements	• Representing staff concerns	• In-person individual meetings	• As needed
• Commissioners	• Impact of consolidation on IT service delivery, staffing and funding • Impact of shared services on other executive office processes (e.g. finance, HR, etc.)	• Cooperation and support • Communication to IT Governance advisory councils	• In-person individual meetings • Group working meetings	• As needed • Briefings on findings, strategy, and procurement
• Department Business Leaders	• Impact of Consolidation on business services, staffing, agency budgets	• Cooperation and support	• Email Blast • Newsletter	• Per formal communications release timelines

Stakeholder Group	Key Issues / Concerns	Level of Involvement	Type of Communication	Frequency
				• As needed
• Governor	• Operational and organizational challenges • Investments required • Impact on staff	• Cooperation and support • Spearhead executive orders in support of Consolidation	• In-person individual meetings	• As needed • Briefings on findings, strategy, and procurement
• Governor's Staff	• Cost savings and investments required by Consolidation • Efficiencies resulting from Consolidation	• Cooperation and support	• In-person individual meetings	• As needed
• IT Staff	• Impact of Consolidation on jobs and career opportunities • Other organizational impacts such as changes in reporting structure and operating principles	• Participation in Department Consolidation initiatives	• Town Halls • Email Blast • Newsletter	• Per formal communications release timelines
• Legislature	• Improved service levels • More efficient and effective services • Greater levels of data security • Funding support	• Cooperation and support • Spearhead legislation in support of Consolidation	• In-person individual meetings •	• As needed
• Legal Community	• Procurement and purchasing decisions • MOUs • Governance and organizational/service design • Data gathering and management	• Cooperation and support • Subject matter expertise and cooperation	• In-person individual meetings	• As needed
• Office of Planning and Budget Director	• Cost savings and investments required by Consolidation • Efficiencies resulting from Consolidation • Funding support	• Cooperation and support • Spearhead executive orders in support of Consolidation	• In-person individual meetings •	• As needed
• State Purchasing	• Procurement and purchasing decisions	• Cooperation and support • Subject matter expertise and cooperation	• In-person individual meetings	• As needed

Table 7: Stakeholder Analysis