



"Texas Path to NIEM"

Inter-Communication Plan

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Revision History

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Introduction

The intercommunication plan describes the tasks, activities, and process to effect a smooth transition in moving the project from Deliverable 1, Texas Path to NIEM activities to support the Deliverable 2 activities, which include the gap analysis and the development of the data reference model. The need for this process is crucial regardless of whether the same vendor or several vendors are involved. Unisys and the Texas DPS project manager will jointly develop and manage the execution of the intercommunication plan. During various engagements, Unisys developed communication plans and process for other clients. The remaining sections describe the process and how that will be applied to the Texas Path to NIEM project.

The Unisys Communication Planning process identifies and summarizes the key audiences, media, and messages that need to be addressed during the Deliverable 1 to Deliverable 2 project transition. A well-planned and executed communication will be crucial to the overall success of the project. To effect a smooth transition and transfer of knowledge from the Deliverable 1 team to the Deliverable 2 team, both teams must understand how the NIEM models were arrived at and the business rules for all the exchanges. To gain acceptance, concurrence, and result in a smooth transition to the Deliverable 2 team, the Deliverable 2 team must understand how the Texas Path to NIEM plan was developed and how it affects the departments. It is important to understand that project communications and the intercommunication plan is a joint Texas DPS and Unisys responsibility and this plan and its execution is a collaborative effort.

Intercommunication Plan Goals

The goals of this plan will be to:

- Increase awareness of the overall project status among the local and state project stakeholders
- Improve the timing of the delivery of information between the Deliverable 1 and Deliverable 2 phases so that interested parties all have the same understanding of the project's deliverables, tasks, and business rules
- Generate goodwill and cooperation among the interested parties and build greater trust
- Communicate and document key artifacts not only to promote the exchange of information between Deliverable 1 and Deliverable 2, but also to maximize the effectiveness of future Texas Path to NIEM projects. Specific tactics related to this aspect of communications are addressed in the Table 1, items: 2d, 2e, 2f, and 3e.



Intercommunication Plan Participants

The following participants can all be considered stakeholders in the smooth execution and successful outcome of the ongoing Texas Path to NIEM engagement activities at Texas DPS. On the one hand, the main focus will be between Texas DPS and Unisys leadership. A partnership between Texas DPS and Unisys has key touch points into the Texas Path to NIEM deliverables in critical ways. Good communications and an ongoing, trusted relationship among all parties, primary and secondary, will promote clarity and product quality as well as streamline support efforts.

- Texas DPS
 - Texas DPS project sponsor
 - Texas DPS project manager
 - Other Texas DPS stakeholders (to be determined)
- Unisys
 - Kate Connolly, Unisys Client Account Executive
 - Victor Zagaria, Unisys Texas DPS Texas Path to NIEM Project Manager
 - Gerry Wethington, Unisys Vice President, Homeland Security, Justice & Public Safety
 - Marty Zaworski, Unisys Justice and Public Safety Subject Matter Expert
 - Other Unisys business analysts and business architects



Roles and Responsibilities

This section describes the roles and responsibilities of the Texas Path to NIEM team in the Deliverable 1 to Deliverable 2 communication effort. The communication effort is a shared responsibility. The individuals involved will have different roles and responsibilities, but their goals will be the same—a focused and effective communication effort.

Project Management Office (PMO)

The Unisys and Texas Path to NIEM Project Manager will jointly run the PMO and develop the communication strategies and implement the plan. They will keep the steering committee informed of their efforts and report their results. They will also keep all teams and stakeholders informed over the following areas.

Internal and External Communications

The focus will be mainly on informing all stakeholders of the transition's impact. Unisys will develop communication plans, schedules, and appropriate media for each transition item based on information provided by Deliverable 1 to Deliverable 2 development teams, agency strategic planning action teams, and other transition action teams. We will provide a liaison to each of the other action teams. Unisys also will provide status information and input to the transition steering committee. The goals of internal and external communications will be to:

- Develop communications standards for all action teams to follow in their individual team efforts
- Assist the other action teams by providing input to their draft communication requirements and ensuring their communication suggestions meet the standards established by the internal and external communications action team
- Coordinate the communications efforts for all other action teams
- Determine the appropriate communication delivery method for each required communication effort
- Refine the Deliverable 1 to Deliverable 2 communication strategy throughout the process as lessons are learned
- Communicate overall Deliverable 1 to Deliverable 2 communication and transition strategies to all stakeholders
- Communicate regularly with the other action teams and the steering committee to keep all parties current on the communication tactics for the Deliverable 1 to Deliverable 2 implementation.



Communication Artifacts

The communication artifact describes “what is being communicated or shared” or message component. The following table identifies the key message components in three key message artifacts. Associated with each component is a list of tactics that could be deployed to help achieve the goals of this planning process.

Table 1 Tactics for the Texas Path to NIEM Intercommunication Plan

Message Component	Tactic
1. Project Status	1a. Maintain a project archive of project status reports.
	1b. Collaborate with Texas DPS on issues and priorities.
	1c. Set completion dates and meet them.
	1d. Meet to obtain sign-off on the completed items.
	1e. Use project oversight committee or steering committee meetings to validate the perspective of Texas DPS on responsiveness.
2. Workshop Artifacts	2a. Establish formal, regular meetings of the Unisys client account executive and the Texas DPS sponsor.
	2b. Establish collaboration meetings of the Unisys client account executive and vice president of the Justice & Public Safety Practice to discuss the needs of Texas DPS and potential value-added offerings from the Unisys Justice & Public Safety Practice.
	2c. Promote formal and informal as-needed contact with the Texas DPS sponsor and the vice president of the Unisys Justice & Public Safety Practice to leverage their professional affiliations and common interests.
	2d. Focus Group Inter-communications: Personnel associated with Deliverable #2 will attend focus groups meetings occurring as part of Deliverable #1, during which they will take notes and ask questions as needed, to ensure that there is a clear and common understanding of any and all issues, facts, etc. addressed by stakeholders at the meetings. Special attention will be paid to information with the potential to impact deliverable #2.
	2e. Follow-up Interview Inter-communications: If after the focus group sessions are completed and the information obtained is reviewed, follow-up interviews are deemed necessary, personnel associated with deliverable #2 will accompany personnel from Deliverable #1 at those interview sessions to concurrently gather information.
	2f. Inter-communications During Documentation: Personnel associated with Deliverable #2 will collaborate with Deliverable #1 personnel during the latter's creation of the documentation related to all focus group meetings and interviews. This will be accomplished through meetings and via a review of documentation being created. This step will serve to further validate that the documentation represents the information gathered and is sufficient to support efforts related to Deliverable #2.
3. Deliverable Artifacts	3a. Assume ownership of reporting activities on Texas Path to NIEM to clients and partners.



Message Component	Tactic
	3b. Push reports to clients and partners. Document their delivery and acceptance.
	3c. Inter-communications Related to TJ13 Plan Re-Write: Since the re-write of TJ13 is critical to the success of Deliverable #2, personnel associated with that deliverable will review the drafts of the plan before it is finalized. This will be an iterative process and will occur through independent review of the document, at critical draft stages, and via Inter-communications meetings with Deliverable #1 personnel. This will be a collaborative effort between the two groups to ensure that the plan reflects the needs of the TXDPS and will support Deliverable #2.
	3d. Establish as-needed, weekly, and monthly formal reporting processes and documents.
	3e. Use the project oversight committee or the steering committee to confirm the messages are being sent and that the executive, key stakeholders and the Unisys messages are being seen and heard.
4. Reference Documents	4a. Appendices E through M: Post all reference documentation to project archive
	4b. Personnel associated with Deliverable # 1 will collaborate with Deliverable #2 personnel during the latter's creation of the documentation related to the applicability of all reference documents posted to the project archive. This will be accomplished through meetings, or conference calls, and via a review of reference documentation. This step will serve to further validate that the documentation represents the information gathered has been collected from DPS and made available to all key project personnel in association with deliverable #1 and Deliverable #2.
	4b. Notify stakeholders of posting of reference documentation

Communication Tactics

On the following pages, Unisys identifies three processes that address the implementation of the tactics suggested to meet the intercommunication plan’s objectives and overall goals.

Process 1—Formalized Reporting

The first process will focus mainly on Message Component 1, Project Status.

The Unisys approach to communicate project status, address issues, share and exchange information, and form action teams to follow up on action items is based on frequent face-to-face meetings to foster better communication among all stakeholders. This will add a key level of formalization to informal meetings by focusing the correct messages on the target audience and driving the basis of the agenda and content.



Besides face-to-face project meetings, the method of communication will also be a consideration. As an example, Web based, or e-mail will all be considered when key decisions or artifacts must be shared to enable the proper transfer of knowledge between the Deliverable 1 and Deliverable 2 teams. Unisys will consider and use all channels for appropriateness.

Table 2 Action Items for Process 1-Formalized Reporting

Who	What	When	How	Audience
Unisys PM	Path to NIEM project status	Weekly	<input type="checkbox"/> Meeting or Con Call. <input type="checkbox"/> Project Status Report emailed to audience	PMO (i.e. Project Status Committee); Unisys Project Team
Unisys PM	Internal Team Status	Weekly or as required	<input type="checkbox"/> Meeting or Con call	Unisys Project Team
Unisys PM	Steering Committee Report	Monthly	<input type="checkbox"/> Report Posted to project repository and emailed to audience. <input type="checkbox"/> Meeting/Con Call to review report	Steering Committee; PMO (i.e. Project Status Committee); Unisys Project Team

Process 2—Formalize Record and Communication of Key Artifacts

This process will address Message Components 2 and 3, a required project repository that will be maintained on the Texas DPS server. The Unisys Team, other vendor teams, and Texas DPS must have a common repository where they can review status and follow up on issues in a coordinated way. Status meetings, a Web site, and conference calls are communication vehicles to exchange information on the project’s status and address key issues. Unisys will categorize, file, and secure all documented artifacts from the entire project for review and exchange by the appropriate stakeholders.

The project repository will be key as a permanent and official record of artifacts. These artifacts are pieces of information that must be communicated among all vendors and Texas DPS to enable smooth transition within and between all phases of the project. The communication



method is a joint decision and can take many forms, depending on the audience and purpose. For example:

- Are we merely communicating status—so the message is just to inform?
- Is it to be used in teaching or transfer of knowledge each?
- Is it to gain acceptance or to consult?
- Is it to initiate an action?

Adding formality to the interactions among stakeholders will be key to success.

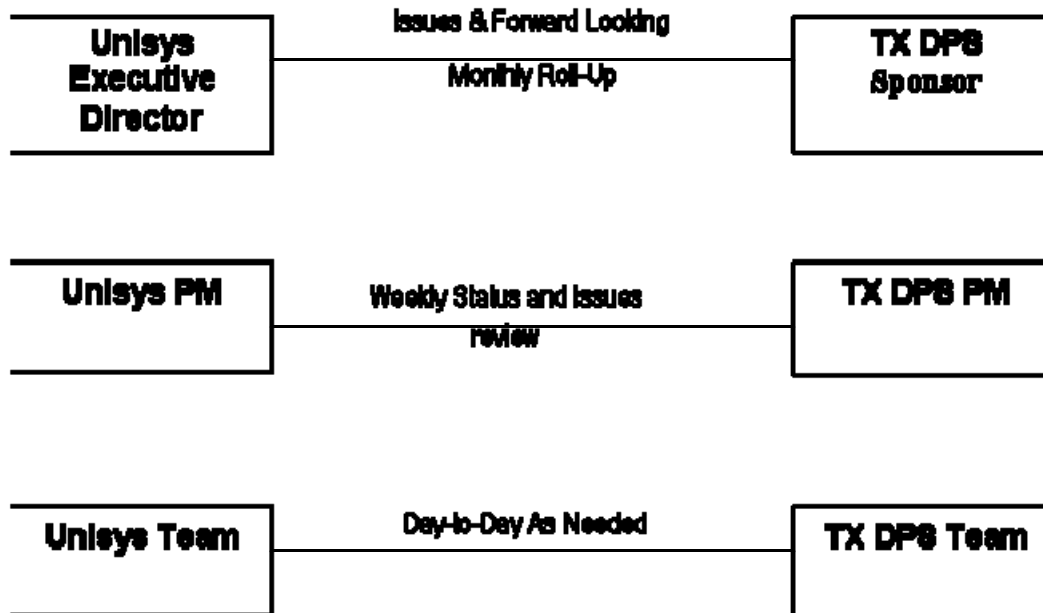


Figure 1 Formalize Additional Communication



Table 3 Process 2 Action Items – Formalize Additional Communication

Who	What	When	How	Audience
Unisys and DPS PM	Establish Project Archive	By the middle of June 2007	<input type="checkbox"/> Portal on DPS extranet or other mutually agreed to implementation	PMO (i.e. Project Status Committee); Steering Committee; Unisys Project Team; Unisys Executive Director
Unisys PM	Establish Internal Team Portal	Upon project launch	<input type="checkbox"/> Unisys Extranet Portal	Unisys Project Team including HUB subcontractor(s)
Unisys PM	Establish effective Knowledge Transfer between Deliverable #1 and Deliverable #2 project team	As required but minimally at key milestones and events through out the project per the detailed project plan.	<input type="checkbox"/> Deliverable #1 and #2 team members invited on all project status calls; <input type="checkbox"/> alert all members of posting of all reports, and both interim and final deliverables	Unisys Project Team including HUB subcontractor(s)

Process 3—Establish a Project Oversight or Steering Committee

A project oversight or steering committee will be established. This activity binds all the message components together into a process that will have longevity and cement the communication seams that lie among the layers of the different processes.

The oversight function will allow for a business-level review and acceptance of the state of the current product and forward-looking discussions. The oversight function should include all the primary stakeholders in the Texas Path to NIEM arena at Texas DPS such as vendor, partner, and Texas DPS leadership. Figure 6-3 shows a recommended governance structure for an oversight meeting. The purpose of the meeting should be a review of the contracted products and services and a dashboard like representation of the major project components and their overall progress



and quality. Generally, the oversight meetings should occur once a month and be held by an independent party (someone who does not manage or deliver the systems). Executive and top-level project managers should attend. The recommended attendees would be the representatives from the organizations identified in the Targeted Audiences section of this plan. The Texas NIEMS project sponsor would act as the chair of the project oversight or project steering committee and steer guidance and advice to the Texas DPS project manager. The oversight manager would facilitate the meeting, presenting the monthly dashboard report and discussing any outstanding issues and mitigations that may have surfaced and been assigned at the previous meeting.

In summary, the Unisys approach to intercommunication considers the what, who, where, when, why, and how to exchange key project information effectively and enable an effective transfer of knowledge from both deliverable teams. It is an approach we have used successfully for other clients and is built into our approach to project management. It is a crucial part of success in which we bring our years of experience and success to the table.

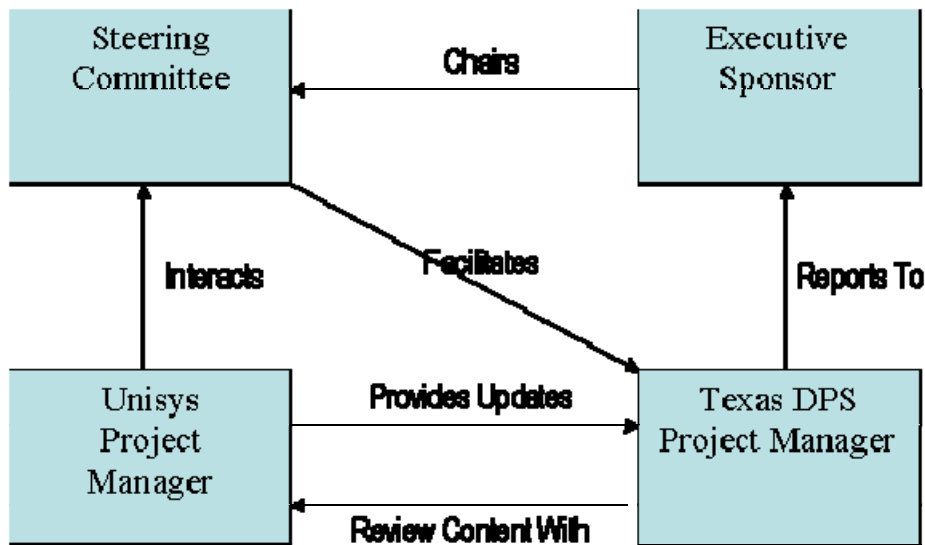


Figure 2 Project Oversight Process



Table 4 Process 3 Action Items Establish Project Oversight

Who	What	When	How	Audience
PMO	Establish Project Steering Committee process	Within 2 weeks of project launch	<ul style="list-style-type: none"> <input type="checkbox"/> Identify key senior stakeholders in DPS agencies <input type="checkbox"/> Develop and communicate Steering committee charter 	Path to NIEM Steering Committee, Unisys Project Team; Unisys Executive Director
PMO	Develop and discuss Steering Committee Report on regular basis	Within 6 weeks of project launch;	<ul style="list-style-type: none"> <input type="checkbox"/> Post Steering Committee report to Project repository and email to audience <input type="checkbox"/> Hold Monthly meetings to discuss project report, key issues/decisions, change requests, next steps, etc. 	Path to NIEM Steering Committee, Unisys Project Team; Unisys Executive Director