



## Procedures and Guidelines (PG)

**DIRECTIVE NO.** 740-PG-7120.7.5  
**EFFECTIVE DATE:** April 30, 2014  
**EXPIRATION DATE:** April 30, 2019

**APPROVED BY Signature:** Dennis Vander Tuig  
**NAME:** Dennis Vander Tuig  
**TITLE:** Chief Information Officer

### COMPLIANCE IS MANDATORY

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**Responsible Office:** Code 740/Program Integration & Management Division (PIMD)

**Title:** Stakeholder and Communication Management Procedures and Guidelines (STK PG)

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## PREFACE

### P.1 PURPOSE

The *Stakeholder and Communication Management Procedures and Guidelines* (STK PG) establishes Information Technology & Communications Directorate (ITCD) requirements to identify and engage stakeholders of ITCD organizations, programs, and projects and to communicate effectively with those stakeholders so that ITCD efforts, status, needs, and progress are well understood. Stakeholders play important roles as advocates, sponsors, partners, and agents of change, and have the ability to impact or are impacted by ITCD efforts. Successful management of these stakeholders' expectations, and effective communication with these stakeholders, are critical to the success of ITCD efforts.

The STK PG defines the processes, procedures, guidance, and tools that shall be used for ITCD stakeholder and communication management.

This PG can be adopted for use by other organizations following the process identified in Goddard Procedural Requirement (GPR) 1410.1G, Directives Management.

### P.2 APPLICABILITY

This procedural guidance shall apply to all organizations, services, activities, programs and/or projects within ITCD.

This PG was developed using best practices for stakeholder and communication management. Any Goddard IT project required to follow NPR 7120.7 and/or 7150.2A can opt to use these processes to manage IT projects.

### P.3 AUTHORITY

- a. NPR 7120.7, NASA Information Technology and Institutional Infrastructure Program and Project Management Requirements

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#### **P.4 REFERENCES**

The primary requirements and NASA resources that this PG is based upon include the following:

<b>NASA Document</b>	<b>Title</b>
NPR 7120.7	NASA Information Technology and Institutional Infrastructure Program and Project Management Requirements
740-PG-7120.7.2A	Information Technology (IT) Project Management Lifecycle Process

Industry resources also used in the development of this PG include:

- a. Project Management Institute (PMI) Project Management Book of Knowledge (PMBOK), 5<sup>th</sup> edition
- b. Carnegie Mellon’s Software Engineering Institute (SEI) Capability Maturity Model Integration – Development (CMMI-DEV, Version 1.2): Project Management plus Integrated Product and Process Development (IPPD)

#### **P.5 CANCELLATION**

None.

#### **P.6 SAFETY**

None.

#### **P.7 TRAINING**

Training on the contents of this PG may be provided by PIMD; in addition, there are relevant courses available through the System for Administration, Training, and Educational Resources (SATERN):

- Communicating Technical Issues (APPEL via SATERN)
- Communicating Effectively with Project Stakeholders Simulation (SATERN)
- Control Project Communications (PMBOK® Guide Fifth Edition) (SATERN)
- Managing and Controlling Stakeholder Engagement (PMBOK® Guide Fifth Edition) (SATERN)
- Plan and Manage Projects Communications (PMBOK® Guide Fifth Edition) (SATERN)
- Project Stakeholder Management (PMBOK® Guide Fifth Edition) (SATERN)
- Stakeholders and the Communications Management Plan (PMBOK® Guide Fifth Edition) (SATERN)

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## P.8 RECORDS

The following records are produced by Stakeholder and Communication Management activities, and shall be retained by ITCD in accordance with NASA records retention policies:

Record Title	Record Custodian	Retention
Completed Stakeholder Analysis Matrix and Stakeholder Map	Performing Organization	*NRRS 8/107: for program/project records having operational value to the Agency throughout the program/project life. Temporary. Destroy/delete between 5 and 30 years after program/project termination.
Completed Stakeholder Communication Plan and related artifacts		

\* *NRRS – NASA Records Retention Schedule* ([NPR 1441.1](#))

## P.9 MEASUREMENT/VERIFICATION

ITCD efforts shall be able to identify, quantify, and describe the total number of unique stakeholders or stakeholder groups that can impact, or may be impacted by, the work.

ITCD efforts shall be able to identify, quantify, and describe those unique stakeholders or stakeholder groups whose level of support or engagement must be improved. The improvement shall be obtained through planned and deliberate influences.

ITCD organizations, programs and projects shall provide copies of stakeholder analysis documentation upon request of the Responsible Management Official (RMO) or the Project Management Office (PMO).

## P.10 DOCUMENT STANDARDS

In this document, a requirement is identified by “shall,” a good practice by “should,” permission by “may” or “can,” expectation by “will,” and descriptive material by “is.”

In this document the term “*effort*” is used synonymously to reflect ITCD’s services, activities, programs and/or projects (the terms “services, activities, and projects” are defined in GPR 2800.2).

The term “Organization, Program or Project Manager, or Assigned Lead” is used to describe the appropriate party that is responsible for the overall success and execution of the ITCD effort.

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The first use of any Stakeholder and Communication Management specific term or acronym is identified using the convention of bold and italicized font-face text (i.e., “*Stakeholder*”). The definitions for these terms can be found in [Appendix A: Terms, Definitions & Acronym Lists](#).

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## PROCEDURES

### 1 STAKEHOLDER AND COMMUNICATION MANAGEMENT OVERVIEW

*Stakeholder and Communication Management* is an iterative and ongoing process. It identifies and analyzes those individuals, groups, or organizations that have a vested interest in the outcome of an effort and can positively (or adversely) influence a given effort. The team seeks to ensure effective communication, and proper levels of engagement and support from these individuals, groups, or organizations. The team monitors and manages the levels of these stakeholders' participation and engagement to help ensure success.

A key stakeholder is someone who can help planning efforts succeed or fail. The stakeholders are the people, group, or organization who possesses needed information. They may have important resources for solving a business need or resolving a problem, such as lack of resources, project misalignment with goals, or accountability gap among others. Engaging and retaining key stakeholders' support is very important to success. To sustain involvement, stakeholders must have access to information regarding planning and progress, and have confidence that the outcome will benefit the organization as a whole. This supports the planning process, fosters long-term commitment and institutionalization of effort. Successful management of stakeholders and effective communication throughout the duration of the effort is critical to success.

#### 1.1 GOALS OF STAKEHOLDERS AND COMMUNICATION MANAGEMENT

The goals of Stakeholder Management practices are to:

- Identify stakeholders;
- Analyze stakeholders' needs, concerns, and expectations relative to the effort;
- Evaluate stakeholders' level of commitment and level of influence to the effort;
- Align stakeholders' expectations with the goals of the effort;
- Generate stakeholder commitment; and,
- Enable effective communication with stakeholders and ensure appropriate levels of stakeholder engagement and support.

The goals of Communication Management practices are to:

- Identify and document the approach to communicate most effectively with stakeholders;
- Apprise and inform stakeholders of the effort's progress and challenges;
- Keep stakeholders current on status by preferred communication vehicle; and
- Influence the stakeholders to greater levels of commitment and support, as needed, to ensure success.

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## 1.2 STAKEHOLDERS AND COMMUNICATION MANAGEMENT CONCEPTS

**Stakeholders** are the individuals, groups, or organizations who have the ability to positively or negatively influence an effort or be impacted by a decision, activity, or outcome. Stakeholders are not only the customers or end-users. Stakeholders will typically include the team members, groups and organizations inside and external to ITCD, Goddard, NASA, and beyond.

**Stakeholder Management** is the process used to identify, analyze, evaluate, and support stakeholder engagement throughout the effort's lifecycle. Stakeholder management is based on the analysis of stakeholders' needs and influence on success. This process enables effective communication management.

Engaging stakeholders helps ensure that requirements and expectations are understood, potential problems are addressed, and necessary changes are communicated and understood. For these reasons it is important that methods of engaging stakeholders are identified, especially those whose willingness to participate in or support the effort's endeavors underpins its successful completion.

The benefits of effectively managing stakeholders include:

- Reduces the likelihood of risk related to:
  - Rework caused by untimely or late identification of key stakeholders and the requirements
  - Poor acceptance or adoption of the final product or service to be delivered
- Helps to ensure that resources are available and are focused
- Align stakeholders' expectations with the effort's goals
- Keeps information flowing to appropriate parties
- Reduces overall cycle time and supports effective and streamlined approval processes

**Stakeholder Analysis** is an activity that is used to gain insight into the varied stakeholders to gauge the level of commitment (actual and desired levels) and the level of influence (positive or negative) on the effort. Stakeholder analysis results in the understanding of the stakeholder communication requirements and the level of stakeholder engagement. The stakeholder analysis ascertains whether or not the stakeholders must be persuaded to increase support or involvement.

Stakeholders may not be enthusiastic about the efforts undertaken. Stakeholders may need to accept shifts in longstanding paradigms, learn new tools or processes, relinquish control, or in some cases lose influence or level of responsibility as a result of the outcome. The burden falls on the program or project manager or assigned lead along with sponsors to ease stakeholders' concerns. It is unrealistic to expect that all efforts will be able to always meet all stakeholders' needs. Understanding stakeholders' motivations, sphere of influence, and level of impact will help address concerns and avoid negative

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behaviors and tactics. Some stakeholders may need to receive routine or unique communications to manage and mitigate potential issues.

***Communication Management:***

- Establishes a plan for how, when, and why information will be disseminated to stakeholders;
- Determines the methods to influence stakeholders and ensure appropriate levels of support; and,
- Enables the ability to monitor and manage actual level of key stakeholders' engagement and participation.

Through the team's execution of the ***Communication Plan***, stakeholders are:

- Kept apprised of status, progress, and challenges;
- Engaged; feedback and participation is encouraged; and
- Crucial insight is gained about actual levels of support and satisfaction.

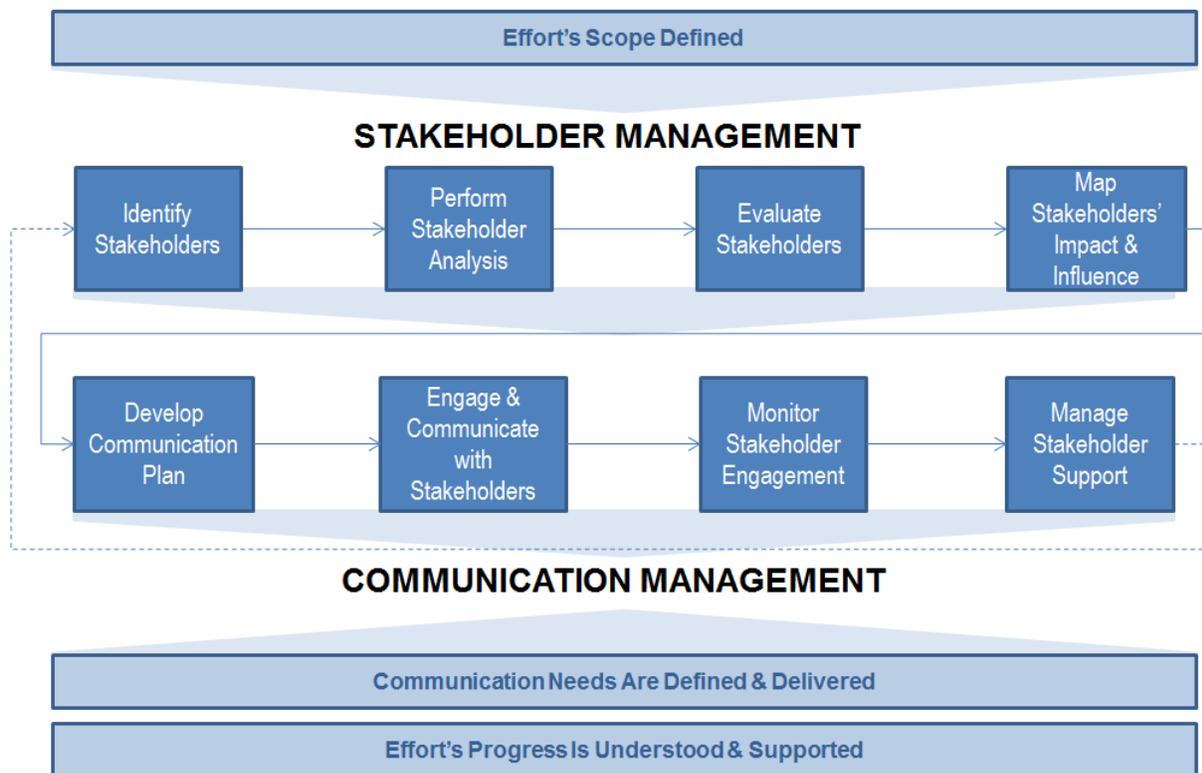
### **1.3 THE STAKEHOLDER AND COMMUNICATION MANAGEMENT LIFECYCLE**

The Stakeholder and Communication Management lifecycle is iterative and continuously performed throughout an effort's duration. Stakeholder identification and management supports effective communication management, which in turn facilitates monitoring and managing the stakeholders' awareness and participation or engagement.



*Figure 1: Stakeholder and Communication Management Lifecycle*

## 2 STAKEHOLDER AND COMMUNICATION MANAGEMENT PROCESSES



*Figure 2: Stakeholder and Communication Management Process Overview*

ITCD efforts shall:

- Identify stakeholders;
- Determine stakeholders needs and expectations;
- Communicate with and engage support from key stakeholders;
- Influence stakeholders to the extent necessary to enable success;, and
- Manage and mitigate potential adverse impacts to the effort and the stakeholders.

Identifying stakeholders, understanding the relative degree of influence, and balancing demands, needs, and expectations are critical to success.

### 2.1 PERFORM STAKEHOLDER MANAGEMENT

#### 2.1.1 Identify Stakeholders

ITCD efforts shall identify and document relevant stakeholders during the planning phase.

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Stakeholder identification and analysis shall continue throughout the duration of the effort. Individual stakeholders may periodically change for many reasons including: moving on to a new position, retirement, loss of resources, change in roles or responsibilities, and may change the level of support.

Stakeholders shall be periodically evaluated for any changes, such as new stakeholders, changes in commitment, or changes to preferred communication methods.

The following data shall be captured and kept current within the Stakeholder Analysis Matrix:

- Effort Name
- Current stakeholder names
- Level of impact of effort on stakeholder
- Stakeholder's degree of influence on the effort
- Stakeholder current level of support
- Desired or target level of support

For more information regarding stakeholder analysis data requirements, refer to [Appendix B: Stakeholder Analysis Data Requirements](#).

The following stakeholders shall be identified, engaged, and communicated with:

- Customers – Customers may be aligned into groups (code, or function), organizations, or may be individuals; if groups or organizations, document primary points of contact for that group
- ITCD Management/Senior Leadership
- Responsible Management Official (RMO)
- Project Management Office (PMO)
- Organization, Program or Project Manager, or Assigned Lead
- Team members, and Integrated Project Team (IPT) participants

Additional stakeholders may include:

- Resource/Business Support
- Governance including: Executive or Steering Committees, Review Boards, Configuration Control Boards (CCB)
- Information Security including: Center Information Security Official (CISO), Organization Computer Security Officials (OCSO), Directorate Computer Security Official (DCSO), Information Systems Security Official (ISSO)
- Enterprise Architecture (EA)
- IT Managers
- Application or System Owners including: Information System Owners (ISO), Information Systems Security Official (ISSO)

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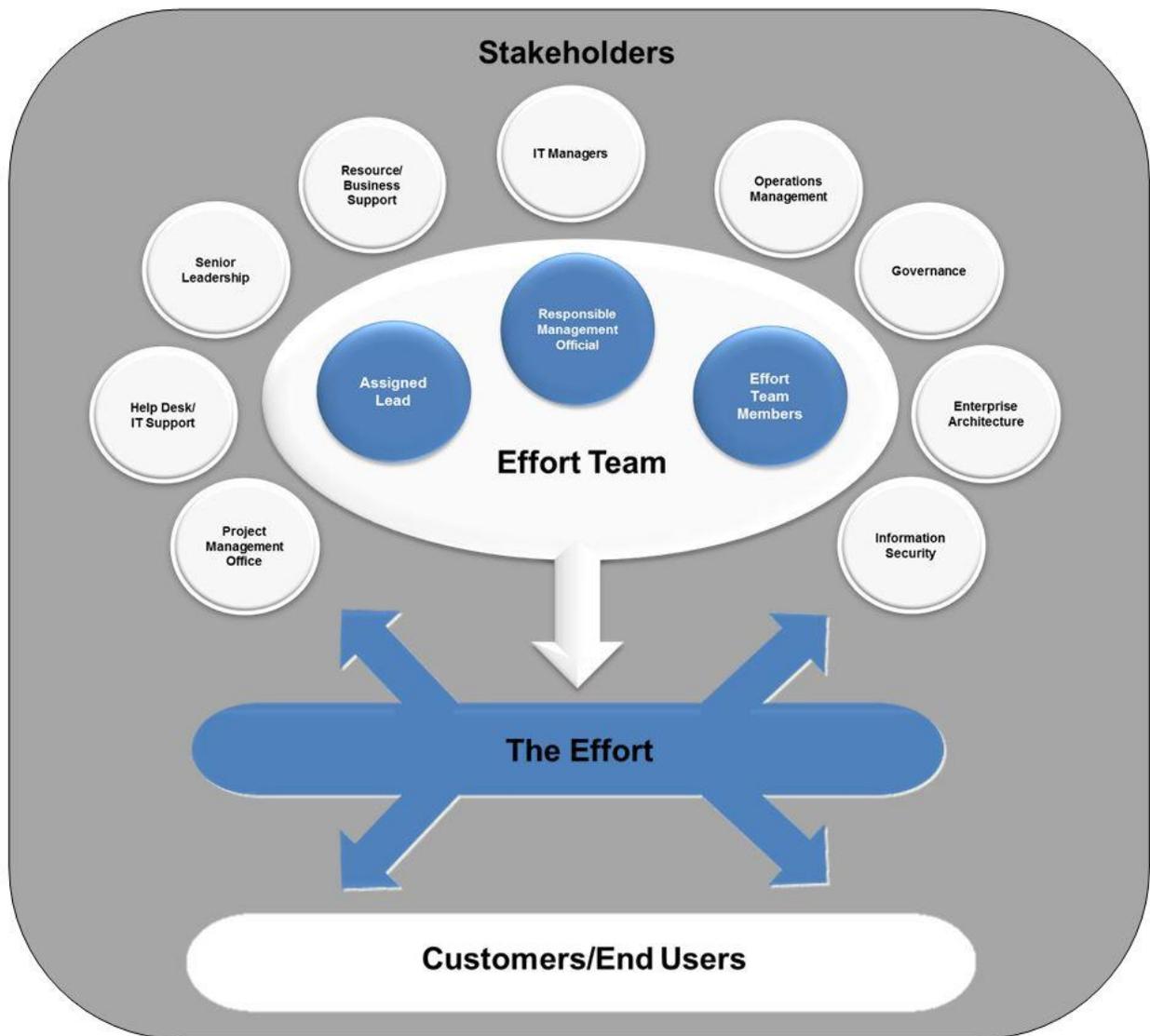
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- System Administrators including: Directorate Computer Security Engineer (DCSE), Network Engineers
- Operations Support (and related resources) – e.g., Network Operations Center (NOC), Security Operations Center (SOC)
- Help Desk (and related resources)
- Training Support (and related resources)
- Office of Human Capital Management (OHCM)
- Legislative or Legal Authorities (and related resources)
- Procurement/Contract Management (and related resources)
- Other Directorates Senior Management or Leadership
- Facilities Management
- Remote Facilities including other Centers, the Agency, or partnering Agencies or organizations
- Vendor Partners supporting the effort

All applicable stakeholders shall be named and detailed within the Stakeholder Analysis Matrix.

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*Figure 3: Typical ITCD Effort Stakeholders*

### 2.1.2 Perform Stakeholder Analysis

Stakeholder analysis shall be performed and the results documented within a stakeholder analysis matrix.

**Stakeholder Analysis** is a technique of systematically gathering and analyzing interests, expectations, and influence of the stakeholders as they relate to the purpose of the effort. The analysis helps identify stakeholder relationships that may be leveraged to build coalitions and potential partnerships. As relationships change, some may need to be influenced differently at different stages.

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An ITCD stakeholder analysis matrix template has been established for use and tailoring. For additional information regarding stakeholder analysis data requirements, refer to [Appendix B: Stakeholder Analysis Data Requirements](#).

### 2.1.3 Evaluate Stakeholders

ITCD efforts shall evaluate available information on stakeholders:

- Roles and responsibilities;
- Reporting organization and management structure;
- Interests;
- Knowledge;
- Expectations;
- Commitment to change; and,
- Influence levels.

ITCD efforts shall determine:

- Level of influence the stakeholder has over the effort;
- Level of impact the effort will have on the stakeholder;
- Current level of support; and,
- Plan how to influence the stakeholder to enhance or increase their support level.

Stakeholders can have influence over and may be impacted by the effort directly or indirectly. The stakeholders will have varying levels of support.

ITCD efforts shall categorize the *level of influence* the identified stakeholders have for success. These levels will be classified as either: High, Medium, or Low:

- **High:** The stakeholder's action is critical for success, e.g. the stakeholder has a formal or informal power of approval.
- **Medium:** Possesses limited formal or informal influence on the design and/or small but critical groups or processes. This party's support is desired but not necessary.
- **Low:** Possesses limited amount of influence. Support is unnecessary.

ITCD efforts shall categorize the *level of impact* on the stakeholder. These levels will be classified as either: High, Medium, or Low:

- **High:** The stakeholder will experience significant changes or impacts.
- **Medium:** The stakeholder will experience moderate changes or impacts.
- **Low:** The stakeholder will experience little to no change or impact.

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ITCD efforts shall categorize the **current level of support** the stakeholder has for the effort (also known as the degree to which the stakeholder is willing to change). These levels will be classified as Enthusiast, Follower, and Resister:

- **Enthusiast:** Sees benefits and is committed to effort’s success, visibly supports change.
- **Follower:** Accepts change, may be passive or may demonstrate support for change.
- **Resister:** Resistant to the effort’s endeavors, may be visibly resistant.

The levels of influence, impact, and support shall be documented within the Stakeholder Analysis Matrix.

*Note: Stakeholders who have the potential for adverse impacts or negative expectations are likely a present risk to the effort. Refer to the Risk Management Procedures and Guidelines (RM PG) for additional information on risk identification and management.*

Desired changes in stakeholders’ levels of support shall be documented within the stakeholder analysis matrix.

 <span style="float: right;">&lt;Effort Name&gt; Stakeholder Analysis Matrix</span>										Last Updated On: <Date>				
Stakeholder Analysis Performed By: <Name>										Action Plan				
<small>Overview: The Stakeholder Analysis identifies stakeholder groups who impact (or are impacted by) the effort, defines their current and target level of support and then becomes the foundation for the &lt;Effort Name&gt; Communications Plan.</small>														
Stakeholder (Audience)	Stakeholder Point of Contact Name	Stakeholder Point of Contact Email	Group Size	Key Members/ Distribution List	Stakeholder Manager	Level of Influence (High, Med, Low)	Level of Impact on the Stakeholder (High, Med, Low)	Current Level of Support (Enthusiast, Follower, Resister)	Target Level of Support (Enthusiast, Follower)	Key Issues / Concerns	Actions	Due Date	Status Not Started In Progress On Hold Completed	Comments
<small>Sample stakeholders have been provided as examples, below. Add, remove, and update rows as needed to document all of the effort's stakeholders.</small>										<small>Define the plan, or actions to be taken, to ensure target support level is achieved.</small>				
<b>Stakeholders</b>														
Project Management Office (PMO)														
Information Security Officer														
Governance														
<b>Support Group Stakeholders</b>														
System Administrators														
Network Engineers														
Help Desk Support														
Data Center Operations/Support														
Remote Facilities														
Learning Center/Training														
IT Security Team														
OHCMLegal Staff														
Procurement Staff/Contract Management														
Vendors														

Figure 4: Stakeholder Analysis Matrix Template

ITCD stakeholder analysis matrices shall be periodically reviewed and updated to ensure that information remains accurate and current.

### 2.1.4 Map Stakeholders’ Influence and Impact

The Stakeholder Analysis Matrix reflects the stakeholder’s level of influence, impact, and support. Stakeholders may increase or decrease support at any time. As a result, stakeholders may need to be influenced to have greater support or to stay engaged at sufficient levels to ensure success.

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A Stakeholder Map shall be used to depict stakeholders’ level of influence, level of impact to the stakeholder, and to record both the current and desired levels of support (see figure 5).

A *Stakeholder Map* pictorially describes the effort’s:

- potential degree of impact on the stakeholder;
- the level of influence the stakeholder has on the effort; and,
- the current and desired levels of support from stakeholders.

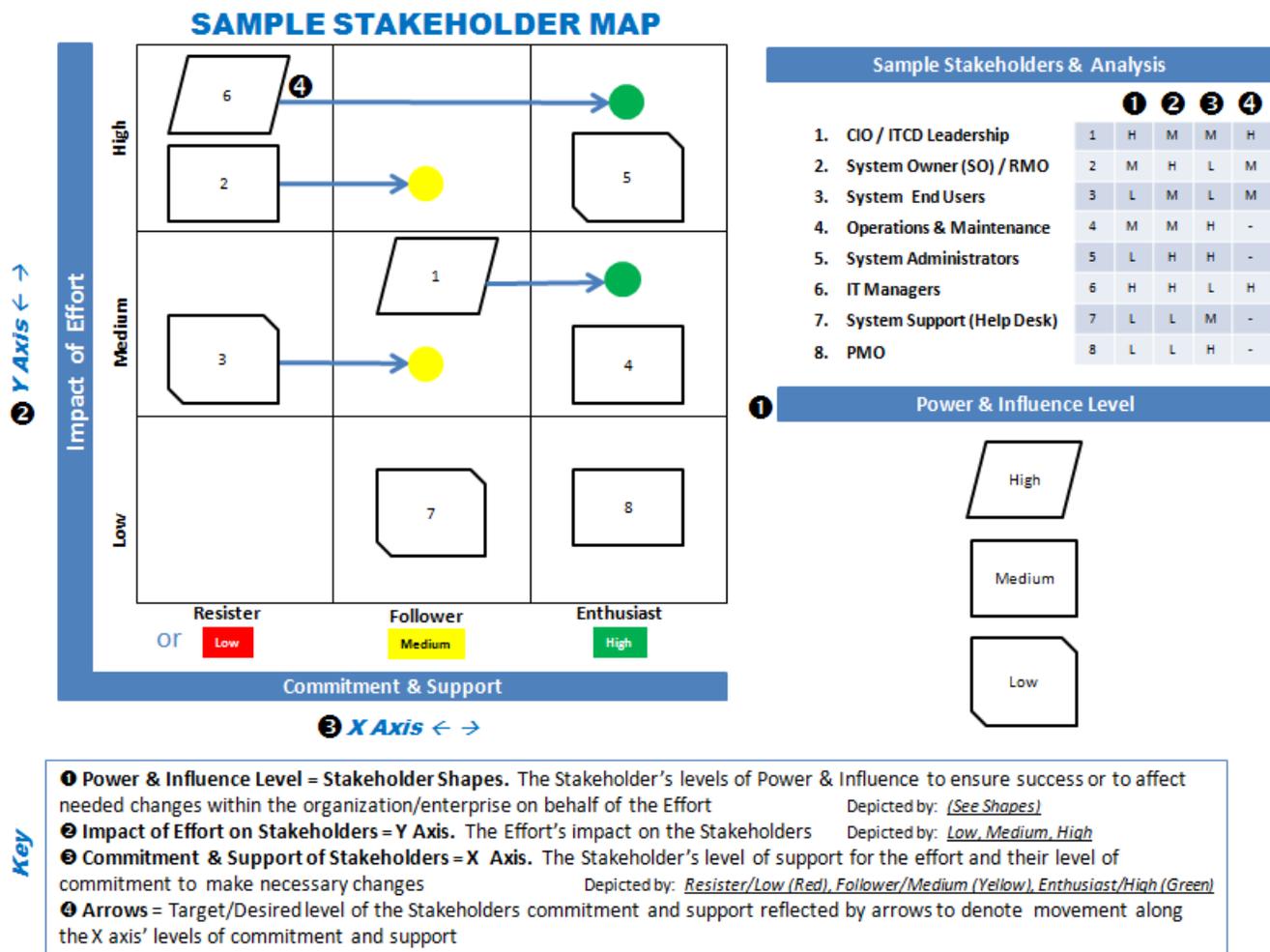


Figure 5: Sample Stakeholder Map

**Determine and Depict Stakeholders’ Influence Level.** The Sample Stakeholder Map in Figure 5 shows that two of the stakeholders have high influence on the success of the effort (stakeholders 1 and

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6). Three stakeholders have a medium level of influence (stakeholders 2, 4, and 8) and two stakeholders have a low level of influence (stakeholders 5 and 7).

**Determine and Map Impacted Stakeholders.** Figure 5 depicts that three of the eight stakeholders for will be highly impacted by the effort (stakeholders 2, 5, and 6). Three of the eight stakeholders will have medium levels of impact (stakeholders 1, 3, and 4), while two stakeholders will experience a low level of impact (stakeholders 7 and 8).

**Determine and Map Stakeholders' Current Level of Support.** Figure 5 shows that three of the stakeholders are in the Enthusiast category of support (stakeholders 4, 5, and 8). Two stakeholders are Followers (stakeholders 1 and 7). Three stakeholders are Resisters (stakeholders 2, 3, and 6).

**Plan to Influence Stakeholders to Achieve Desired Support Level.** Figure 5 conveys that several of the stakeholder groups will need to be influenced. The *arrows* point to the desired level of support. Figure 5 shows that the effort has determined two Resisters need to be influenced towards the Follower support level (stakeholders 2 and 3), and that one (stakeholder 6) should be influenced to achieve Enthusiastic level of support based on this stakeholders level of power and influence over the effort's success. Ideally, stakeholders who have a high degree of influence should indicate a high degree of support. The one low impact, medium level of support stakeholder (stakeholder 7) may not need to be influenced. Enthusiast stakeholders such as 4, 5, and 8 should be monitored for changes (Figure 4, page 14).

ITCD efforts shall document either the plan or an action to be taken to secure appropriate levels of stakeholder support; this information shall be included within the stakeholder analysis matrix.

## 2.2 PROVIDE COMMUNICATION MANAGEMENT

ITCD efforts shall communicate effectively with the stakeholders. Ongoing and timely communication with key stakeholders is critical to the success of any ITCD effort.

An effective communications strategy is a critical success factor for implementing and focusing the shared vision throughout an effort. Communication of a shared vision is a declaration of the commitment. Communication provides the opportunity for others to examine, understand, and align activities in a common direction in support of that vision. The shared vision should be communicated, and agreement and commitment of the relevant stakeholders should be obtained.

### 2.2.1 Develop the Communication Plan

ITCD efforts shall establish a communication plan that is aligned to the stakeholders identified within the stakeholder analysis matrix.

A *Communication Plan* captures and records what information is pertinent to the identified stakeholders. This information includes: preferred communication vehicle, frequency, the person

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- Meetings – formal or informal
- Training – e.g., Brown-Bag, Lunch and Learn, or Workshop sessions
- Correspondence – formal or informal
- Collaboration sessions – e.g., joint application development (JAD), prototype or mockup demonstrations or presentations
- Virtual technology – WebEx, websites, SharePoint portals, Communities of Practice (CoP), and other collaboration or communication tools
- Conversations – phone, instant messaging
- Reviews / Feedback – formal or informal, structured or unstructured
- Informative Documentation – white papers, presentations, or results of analysis

ITCD efforts shall regularly engage and communicate with the stakeholders documented within the stakeholder analysis matrix and communication plan.

### 2.2.3 Monitor Stakeholder Engagement

ITCD efforts shall monitor stakeholders' level of support.

ITCD efforts shall periodically review stakeholders' level of support and evaluate the effectiveness of the plans to influence the degree of the stakeholders' engagement.

Communication plans shall be periodically reviewed and updated to ensure that the information remains accurate and current.

*Note: Stakeholders who are not sufficiently engaged present a risk to the effort. Refer to the Risk Management Procedures and Guidelines (RM PG) 740-PG-8000.1.1A for additional information on risk identification and management.*

Information about stakeholder support shall be kept current and accurate within the stakeholder analysis matrix.

At the conclusion of ITCD efforts, a **Customer Survey** shall be sent to the stakeholders. The standard PMO Customer Survey template or approved alternative shall be used and can be obtained from the PMO.

ITCD efforts' organization, program or project manager, or assigned lead shall provide any requested assistance or information to support the survey process.

Survey responses, analysis, and summaries shall be provided to the RMO and PMO. All customer survey responses shall be evaluated and summarized.

The team shall review all survey response comments and evaluate the information for lessons learned.

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#### **2.2.4 Manage Stakeholder Support**

Actionable plans to influence key stakeholders shall be documented and related communication plans and messaging shall be aligned to these plans.

ITCD efforts' teams shall communicate with stakeholders and execute upon the actions and messaging defined within the communication plan.

ITCD efforts' teams and sponsors shall work with stakeholders that have a high- and medium-degree of impact and less than a high level of support to persuade these stakeholders to increase their level of support.

If an ITCD effort's executed communication plan is not sufficiently influencing stakeholder engagement to achieve the desired level, then the communication plan will need to be updated to include a new approach, otherwise, the risk(s) associated with insufficient stakeholder engagement or support will be realized.

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### 3 STAKEHOLDER AND COMMUNICATION MANAGEMENT TOOLS

The following tools shall be used to manage Stakeholder and Communication Management throughout each ITCD effort's lifecycle:

- Stakeholder Analysis Matrix and associated Stakeholder Map
- Stakeholder Interview Guide (optional)
- Stakeholder Communication Plan
- Customer Satisfaction Survey

ITCD templates for each of these tools have been established for use and tailoring.

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## APPENDIX A: TERMS, DEFINITIONS & ACRONYM LISTS

### Terms & Definitions

- A.1 Communication Management** – The process that establishes a plan for how the effort will communicate with its stakeholders; defines the means to influence stakeholders to ensure appropriate level of engagement; and supports the effort’s ability to monitor and manage the levels of key stakeholders’ participation.
- A.2 Communication Plan** – Captures and records what information is pertinent to the effort’s identified stakeholders plus how and when the communication of this information will occur for the effort.
- A.3 Customer Survey** – Device used to poll customers to rate satisfaction, either with the ongoing effort or with the results of the effort.
- A.4 Level of Impact** – The direct effect the effort will have on a stakeholder (negative or positive).
- A.5 Level of Influence** – The ability the stakeholder has to positively or negatively affect the effort.
- A.6 Level of Support** – The degree to which the stakeholder backs or endorses the effort.
- A.7 Resister** – Stakeholder who is resistant to the effort.
- A.8 Stakeholder Analysis** – The technique of systematically gathering and analyzing interests, expectations, and level of support and impact of the stakeholder.
- A.9 Stakeholder Communication Management** –An iterative process that seeks to ensure effective communication, and proper levels of engagement and support from stakeholders. Stakeholder Communication Management manages the levels of stakeholders’ participation and engagement to help ensure the effort’s success.
- A.10 Stakeholder Management** – The process used to identify, analyze, evaluate, and support stakeholder engagement throughout the effort’s lifecycle, based on analysis of the stakeholders’ needs, interests, and potential impact on the effort’s success.
- A.11 Stakeholder Map** – Graphical representation of the impact of different stakeholders on the effort.
- A.12 Stakeholders** – Individuals, groups, or organizations that have the ability to positively or negatively impact an effort or be impacted by a decision, activity, or outcome of the effort.

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### Acronym List

<b>APPEL</b>	Academy of Project Program and Engineering Leadership
<b>CCB</b>	Configuration Control Board
<b>CISO</b>	Center Information Security Official
<b>CMMI-DEV</b>	Capability Maturity Model Integration Development
<b>CoP</b>	Community of Practice
<b>DCSO</b>	Directorate Computer Security Official
<b>EA</b>	Enterprise Architecture
<b>GPR</b>	Goddard Procedural Requirement
<b>IPPD</b>	Integrated Product and Process Development
<b>IPT</b>	Integrated Project Team
<b>ISO</b>	Information Systems Owner
<b>ISSO</b>	Information Systems Security Official
<b>IT</b>	Information Technology
<b>ITCD</b>	IT & Communications Directorate (Code 700)
<b>JAD</b>	Joint Application Development
<b>NPR</b>	NASA Procedural Requirement
<b>OCSO</b>	Organization Computer Security Official
<b>PG</b>	Procedures and Guidelines
<b>PIMD</b>	Program Integration and Management Division
<b>PMBOK</b>	Project Management Book of Knowledge
<b>PMI</b>	Project Management Institute
<b>PMO</b>	Project Management Office
<b>RM</b>	Risk Management
<b>RMO</b>	Responsible Management Official
<b>SATERN</b>	System for Administration, Training, and Educational Resources for NASA
<b>SEI</b>	Software Engineering Institute
<b>STK</b>	Stakeholder and Communication Management

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## APPENDIX B: STAKEHOLDER ANALYSIS DATA REQUIREMENTS

*ITCD Effort Stakeholder Analysis Matrix Data Requirements Table*

<b>Data Required</b>	<b>Description</b>	<b>Format / Explanation</b>
<b>Stakeholder (Audience)</b>	Identifies the name of the organization, group, or individual	Examples: RMO, Directorate IT Managers
<b>Stakeholder Point of Contact Name</b>	Identifies the individual who will be the primary point of contact (POC) for the stakeholder	Enter full name as it is listed in the organization's global address library
<b>Stakeholder POC Email</b> <i>(for those emails not in the global address library)</i>	Identifies the email address of the individual who will be the primary point of contact (POC) for the stakeholder	Standard email address format
<b>Group Size</b>	Identifies the actual number of people in the stakeholder group being communicated with (if only communicating with leadership, that number should be listed)	
<b>Key Membership/Distribution List</b>	Lists the names of key members within a stakeholder group	Having the key members identified will allow distributing information directly to the stakeholder group, or to establish a distribution list for ease of communication
<b>Stakeholder Manager</b>	Identifies a management representative of the stakeholder organization or group	Enter full name as it is listed in the organization's global address library
<b>Level of Influence</b>	Identifies the power and influence the stakeholder has on the effort, such as financial or political	Values for ranking impact are: <ul style="list-style-type: none"> <li>• High</li> <li>• Medium</li> <li>• Low</li> </ul>
<b>Level of Impact</b>	Identifies the degree of impact the effort has on the stakeholder	Values for ranking impact are: <ul style="list-style-type: none"> <li>• High</li> <li>• Medium</li> <li>• Low</li> </ul>

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*ITCD Effort Stakeholder Analysis Matrix Data Requirements Table*

<b>Data Required</b>	<b>Description</b>	<b>Format / Explanation</b>
<b>Current Level of Support</b>	Identifies the perceived current level of commitment the stakeholder has for the effort	Values for ranking support levels are: <ul style="list-style-type: none"> <li>• Enthusiast</li> <li>• Follower</li> <li>• Resister</li> </ul>
<b>Target Level of Support</b>	Identifies the desired, or future, level of backing or endorsement needed from the stakeholder to ensure the success of the effort	Values for ranking support levels are: <ul style="list-style-type: none"> <li>• Enthusiast</li> <li>• Follower</li> <li>• (Resister is excluded)</li> </ul>
<b>Action Plan Section</b>		
<b>Key Issues / Concerns</b>	Documents the stakeholder's major issues or concerns (i.e., "hot buttons") that may need to be addressed to ensure sufficient commitment and support	
<b>Actions</b>	Documents the effort's action(s), or plan of action, to address the stakeholder's needs, issues, and concerns	
<b>Due Date</b>	Identifies the date which the actions are expected to complete	"mm/dd/yy" format
<b>Status</b>	Identifies the current status of the action plan	Options are: <ul style="list-style-type: none"> <li>• Not Started</li> <li>• In Progress</li> <li>• On Hold</li> <li>• Cancelled, and</li> <li>• Completed</li> </ul>
<b>Comments</b>	Describes results of the action, includes explanations, and whether or not the action was successful	

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**APPENDIX C: COMMUNICATION PLAN DATA REQUIREMENTS**

*ITCD Effort Communication Plan Data Requirements Table*

<b>Data Required</b>	<b>Description</b>	<b>Format / Explanation</b>
<b>Stakeholder Group (Audience)</b>	Identifies the name of the organization, group, or individual	Examples: RMO, Directorate IT Managers
<b>Communication (Title)</b>	Identifies the title of the communication being sent; uses descriptive text to summarize the subject matter	
<b>Objectives</b>	Defines why the communication is required i.e., status, new information, need input from stakeholder	
<b>Key Messages</b>	Identifies the key message (i.e., intended takeaway) of the communication	
<b>Vehicle (Channel)</b>	Identifies the preferred mechanism or method of delivery (aka “channel”): Email, phone, website, posters, and events	
<b>Frequency</b>	Identifies the frequency of the communication	One Time Only, Weekly, Monthly, As Needed, or Other
<b>Timing</b>	Defines either the <i>timing</i> for the release of the communication, or the <i>trigger</i> (i.e., when a particular predecessor event completes)	When the communication is a one-time event, enter the day it will be sent  When the communication is repetitive (such as a status report), enter when it is due, i.e., Every Friday, or on the 3 <sup>rd</sup> Wednesday of every month  When the communication’s timing is relative to the completion of a preceding event, describe the triggering event, i.e., After the ORR
<b>Approver(s)</b>	Identifies the individual who needs to approve this communication	Enter full name as it is listed in the organization’s global address library
<b>Responsible to Deliver</b>	Identifies the individual who will	Enter full name as it is listed in the

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*ITCD Effort Communication Plan Data Requirements Table*

<b>Data Required</b>	<b>Description</b>	<b>Format / Explanation</b>
	ensure the message is sent, the website is updated, or when the event is scheduled along with all equipment needed	organization's global address library
<b>Status</b>	Identifies the current status of the communication	Options are: <ul style="list-style-type: none"> <li>• Not Started</li> <li>• In Progress</li> <li>• On Hold</li> <li>• Cancelled, and</li> <li>• Completed</li> </ul>
<b>Date Completed</b>	Identifies the date the communication was sent or when event was held	"mm/dd/yy"
<b>Notes</b>	Provides additional information about this communication	

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### CHANGE HISTORY LOG

Revision	Effective Date	Description of Changes
Baseline	[TBD]	Initial Release

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