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# INTERNATIONAL CIVIL AVIATION ORGANIZATION

A UN SPECIALIZED AGENCY



# Premises for Effective and Efficient Communication Management

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# Communication Plans

- A set of Communication Matrices/ Communication Plans can serve as the backbone for cyber response communication strategy.
- Communication Plans/Matrices might be built based on:
  - Event-centric
    - Radar data inconsistency (like in the TTX)
    - Cyber incident (when defined)
  - Stakeholders specific
  - Hybrid

# Core Components of Communication Plan

- **What?**
  - Scope of information to be communicated
- **How?**
  - Channels/Methods of communications
- **Why?**
  - Reasons / Clear Objectives for communications
- **Who?**
  - A clear understanding of the involved stakeholders
- **When?**
  - Clear timing and frequency
  - Time thresholds (incident perspective)

# Type of Communications

- Routine Communications:

- Status reports;
- Operational routines;
- Etc.

- Milestone Communications

- Training Completion;
- Procedures deployed;
- Etc.

- Exception Communications

- Incidents;
- Investigation;

# Various Communication Methods

## Interactive

- Multidirectional exchanges in real time
- Teams, Zoom, Instant messaging



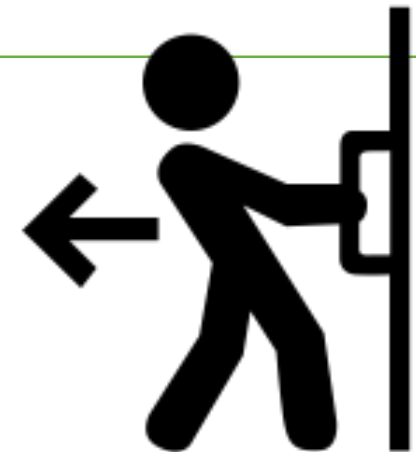
## Push

- Information send to specific stakeholders, with no guaranteed it is received/understood
- Emails, Reports updates.



## Pull

- Stakeholders access information directly on their own
- Intranet, OneNote, Sharepoint, Lessons Learned, Repositories



# Tools and Techniques

Techniques	Tools	Method	When to Use
Email	Meetings, Conferences, Seminars, Events	Push	Daily Communication, Follow up, Formal Requests
Virtual Meeting	Teams, Skype, Zoom, Meets	Interactive	Collaboration Tool, Off Site Meetings
In-Person	Conference, Meeting	Interactive	Facilitate Exchanges, One on One meetings
Phone Call	Phone or Virtual Medium	Interactive	One on One Assignments, Quick Exchanges, Emergencies
Messenger	WhatsApp, Teams, Text	Push	Quick Exchanges, Heads up
Bulletin Board	Internet, Intranet, Blog, Physical Board	Pull or Push	Daily news, Status Updates, Events
Task Management Software	Asana, Planner, Slack	Pull or Push	Assigning Tasks or Tracking, Collaboration

# Stakeholder Analysis

## The RACI Matrix

Helps streamline communication by involving the right people at the right time.

R = Responsible  
A = Accountable  
C = Consulted  
I = Informed

Rules of thumb:

- 1 **A**ccountable per task
- At least 1 **R**esponsible per task (but not too many)
- Every cell should be filled in
- Avoid too many **C**onsulted per task/milestone to avoid slowing down the project → use **I**nformed if possible

- **Direct**
- **Indirect**
  
- **Internal**
- **External**

Step	Project Initiation	Project Executive	Project Manager	Business Analyst
1	Task 1	C	A	C
2	Task 2	A	I	R
3	Task 3	A	I	R
4	Task 4	C	A	I

Source: CIO/IDG



# Stakeholder Analysis - Continues





# Detailed Communication Plan

Should include more information about stakeholders and communication to them

- 1) List of all stakeholders, including their responsibility on the project and contact information
- 2) Stakeholder information requirements by group and/or individual
- 3) Requirements for how information will be distributed to stakeholders including:
  - a) What will be communicated (e.g., status report, project budget)
  - b) Due dates for communications
  - c) With whom you are communicating (e.g., stakeholder group and/or individual)
  - d) Person on the team responsible for the communication component
  - e) How you will distribute the information (e.g., email, presentation, via a portal)

4) Requirements for how information will be gathered and reported on, including:

- a) What information is needed from stakeholders (e.g., information on the budget, scope of project)
- b) Team member responsible for collecting and reporting on the information
- c) Stakeholder responsible for communicating/sharing the information
- d) Due dates

5) Guidelines for gathering and distributing information

- a) How project information will be stored
- b) Approved communications methods and technologies