Communications Management Plan

PPM Version 2.0

<Project or Solution Name>

U.S. Department of Housing and Urban Development

<Month, Year>

Solution Information

	Information
Solution Name	*<Solution Name>*
Solution Acronym	*<Solution Acronym>*
Project Cost Accounting System (PCAS) Identifier	*<PCAS Identifier>*
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Document History

<Provide information on how the development and distribution of the Communications Management Plan is controlled and tracked. Use the table below to provide the release number, date, author, and a brief description of the reason for creating the revised version.>

Release No.	Date	Author	Revision Description

Contents

1. Background

<Describe the context in which this Communications Management Plan has been created. The context is important as it "sets the scene" for the plan and helps get buy-in from stakeholders. Set the scene for the Communications Management Plan by describing the:

- *Vision, goals and objectives.*
- *Timeframes and scope.*
- *Reasons for requiring communications planning.*
- *Desired outcome of the communications planning process.>*

2. Situation Analysis

<Describe the strengths, weaknesses, opportunities, and threats (SWOT) that exist in the communications environment.

Examples:

- *Strengths: The <Project Name> team has clearly identified the type of information that people need to receive and the timeframe in which it should be delivered.*
- *Weaknesses: the <Project Name> team needs to improve the frequency that information is distributed, or make the information more selective to the target audience.*
- *Opportunities: The <Project Name> team has the opportunity to improve project awareness and stakeholder knowledge by using existing events and meetings.*
- *Threats: Threats which may exist can include; competing projects and/or initiatives, information overload, limited outreach to the field.*

It is important to clearly identify all strengths, weaknesses, opportunities, and threats in order to provide a complete picture of the environment in which the communications plan will be issued.>

3. Stakeholder Identification and Analysis

3.1 Stakeholders and Goals

Project communications are the primary tool for promoting cooperation, participation, coordination and an understanding of acceptance between all stakeholders. *<Project Name>* has *<#>* primary stakeholder groups and has specific communications goals for each.

<Example:

A project may have the following target audiences:

- *Integrated project team members*
- *Related project teams*
- *Senior executives*
- *Business area leadership*
- *IT systems security*
- *Governance and regulatory bodies>*

3.1.1 <Stakeholder Group 1>

<This would include members; such as, customers, representatives of key interest groups, including those groups that represent the organization's customers and interested members of the public.>

<Provide a brief description of the stakeholder group, and its involvement with the project/system.>

Goals:

- Inform the <*Stakeholder Group 1>* about the benefits which *<Project Name>* will provide to them.
- Secure timely *<Stakeholder Group 1>* participation in the definition of common business functions that will be integrated into *<Project Name>* design and development.
- Participate in the communications feedback loop, by providing comments back to the messenger based on the message received.

Objectives:

- Promote the *<Stakeholder Group 1>* participation in the integrated <system name> system.
- Leverage the *<Stakeholder Group 1>* as advocates for public understanding, support, and funding.
- Review all tactical documents to ensure that they meet “plain language” criteria.

3.1.2 <Stakeholder Group 2>

<This would include members such as Sponsors.>

<Provide a brief description of stakeholder group, and their involvement with the project/system.>

Goals:

- Inform and secure commitment from *<Stakeholder Group 2>* to support and participate in <*Project Name*>.
- Support *<Stakeholder Group 2>* so they may fully utilize the functions of <*Project Name>* in their key business processes.

Objectives:

- *<Stakeholder Group 2>* participate in *<Project Name> by <FY 20xx or specific date>,* with appropriate resources, program management, and policies to support their participation.
- Develop communications messages, materials and activities that respond to the needs of *<Stakeholder Group 2>.*
- Evaluate the *Communications Management Plan* by measuring customer satisfaction.

3.1.3 <Stakeholder Group 3>

<This would include members; such as, congressional members and staff of relevant appropriations, authorizing, and oversight committees; representatives of central management and oversight entities such as the Office of Management and Budget (OMB) and the Government Accountability Office (GAO).>

<Provide a brief description of stakeholder group, and their involvement with the project/system.>

Goal:

- Inform *<Stakeholder Group 3>* oversight organizations on the need for *<Project Name>*, its scope, and progress of implementation.

Objectives:

- Create a sense of urgency in the *<Stakeholder Group 3>* community for timely development and implementation.
- Leverage stakeholders as providers of strategic direction and advocates for funding, public understanding, and public support.
- Report progress to the planning group and *<Stakeholder Group 3>.*

3.2 Stakeholder Requirements

<Identify the information that each of the identified stakeholder groups need to receive. List each stakeholder in the table below and then describe the information that they need to receive and the timeframe (frequency) in which they need to receive it.>

Stakeholder Group	Information	Timeframe
<Project Sponsor>	• *<Status Reports and Internal Project Status Meeting.* • *Critical risks and issues.* • *Budget and timeline performance.>*	*<Monthly>*

4. Key Messages

<Identify any key messages that are critical to the success of the project, gain buy-in, support and engage stakeholders. These key messages will be woven into the communications materials and events that are being scheduled as part of the communications planning process.>

5. Communications Vehicles

5.1 Communications Matrix

The Communications Action Matrix is used to define details regarding the communications activities that are used during the course of the project. The matrix is developed and maintained by the project manager, or a member of the integrated project team (IPT). The IPT develops a "matrix" of communications activities around each project milestone. This matrix would include detailed activities such as:

- *Designate "owners" responsible for communications products and activities for each project milestone.*
- *Define the resources required for these efforts in terms of personnel and budget, and where the personnel and budget would be obtained.*
- *Provide a list of key messages and benefits statements, with an assigned message "owner" as a central point of contact.*
- *Identify processes for vetting communications messages and products.*
- *List priority customer groups targeted for participation in the project, including:*
    - *The policy level contact to be approached at each organization. This person should be empowered to make decisions regarding participation in and ongoing commitment to the project.*
    - *The schedule for approaching each.*
    - *The designated spokesperson from the project tasked with developing the relationship with each targeted group.*
- *List contacts from current (legacy) system users, indicating:*
    - *A determination whether they are the appropriate representatives to carry communications and change management messages into their environment.*
    - *If the current contacts are not the appropriate person, such contacts should be identified and included in planning.*

Examples of communication vehicles include:

- *Blog*
- *Newsletters*
- *Email*
- *Staff/team meetings*
- *Posters*
- *Employee all-hands*
- *Intranet site*
- *Special events*
- *Video presentations*

A sample communications action matrix is provided in Table 1 below. Additional rows should be added to the matrix as required by your project.

<Insert the communications matrix or provide a reference to where it is stored.>

Vehicle	Target	Description Purpose	Frequency	Owner	Distribution Vehicle	Internal/ External	Comments
<Status Report>	*<All Stakeholders>*	*<One page communication of project progress and deliverable status>*	*<Weekly>*	*<Joe Smith>*	*<Email>*	*<Internal>*	*<comments>*

Table 1: Sample Communications Action Matrix

5.2 Project Meetings

Below are suggested guidelines for all meetings:

Meeting Agenda

- Meeting Agenda will be distributed 5 business days in advance of the meeting. The Agenda should identify the presenter for each topic along with a time limit for that topic. The first item in the agenda should be a review of action items from the previous meeting.

Meeting Minutes

- Meeting minutes will be distributed within 2 business days following the meeting. Meeting minutes will include the status of all items from the agenda along with new action items and the Parking Lot list.

Action Items

- Action Items are recorded in both the meeting agenda and minutes. Action items will include both the action item along with the owner of the action item. Meetings will start with a review of the status of all action items from previous meetings and end with a review of all new action items resulting from the meeting. The review of the new action items will include identifying the owner for each action item.

Meeting Chair Person

- The Chair Person is responsible for distributing the meeting agenda, facilitating the meeting and distributing the meeting minutes. The Chair Person will ensure that the meeting starts and ends on time and that all presenters adhere to their allocated time frames.

Note Taker

- The Note Taker is responsible for documenting the status of all meeting items, maintaining a Parking Lot item list and taking notes of anything else of importance during the meeting. The

Note Taker will give a copy of their notes to the Chair Person at the end of the meeting and the Chair Person will use the notes to create the Meeting Minutes.

Parking Lot

The Parking Lot list is used to record and defer items which aren't on the meeting agenda; however, merit further discussion at a later time or through another forum. A parking lot record should identify an owner for the item as that person will be responsible for ensuring follow-up. The Parking Lot list is to be included in the meeting minutes.

<Use Table 2 below to construct a project meeting schedule or provide a reference to where it is stored.>

Meeting	Description Purpose	Frequency	Owner	Internal/ External	Comments/ Participants
<Status Meeting>	*<Communication of project progress and deliverable status>*	*<Weekly>*	*<Joe Smith>*	*<Internal>*	*<comments>*

Table 2: Sample Project Meeting Schedule

6. Feedback Measures

<Describe the measures that will be put in place, or identify existing tools, to gather feedback on communication events that have been laid out in the communication plan.

Some examples include:

- *Web-based survey results*
- *Website analytics*
- *Feedback forms*
- *Participation in events>*

6.1.1 Success Criteria

<Identify the criteria that determine whether the communication activity was successful. Some examples include:

- *% and types of messages received,*
- *% of communication remembered.*
- *Were messages seen as relevant, consistent, and credible?*
- *Were the messages understood?*
- *Do stakeholders understand exactly what needs to happen as a result of the communication?>*

Appendix A: Assumptions & Risks

Assumptions

<List any planning assumptions made during the creation of this Communication Management Plan. For example, it may be assumed that:

- *There are adequate resources available to complete the assigned tasks.*
- *The timeframes listed in the communication schedule are satisfactory.*
- *The required budget is available to complete the tasks needed.>*

Risks

<List any risks identified during the creation of this Communication Management Plan. For example:

- *Key communication resources leave during the project.*
- *The requirements for communication change/evolve during the project due to project timeline, budget, or scope changes.*
- *The list of project stakeholders changes throughout the project.>*

Appendix B: References

<Insert the name, version number, description, and physical location of any documents referenced in this document. Add rows to the table as necessary.>

Table 3 below summarizes the documents referenced in this document.

Document Name	Description	Location
<Document Name and Version Number>	*<Document description>*	*<URL to where document is located>*

Table 3 - Appendix A: References

Appendix C: Key Terms

Table 4 below provides definitions and explanations for terms and acronyms relevant to the content presented within this document.

Term	Definition
[Insert Term]	*<Provide definition of term and acronyms used in this document.>*

Table 4 - Appendix B: Key Terms