



<Project Name>

# Communications Management Plan

Version X.XX

#### Instructions to the Author:

This is a template for developing a project communication plan.

The template includes instructions to the author, boilerplate text, and fields that should be replaced with the values and information specific to the project.

Blue italicized text enclosed in boxes provides instructions to the document author, or describes the intent, assumptions and context of the annotated section. This instructional text should be removed from the final document to make the plan more readable. Italicized text enclosed in angle brackets (<text>) indicates a field that should be replaced with information specific to a project. The author should set the style of the text inserted to replace the bracketed text appropriately.

Text and tables with content prefaced with e.g. are provided as examples of wording and/or formats that may be used or modified as required to support a specific project. The information and outline is a suggestion to assist in developing project documents; they are not mandatory formats. The author should tailor the content of the document to fit the project that this work product will support.

Remove these instructions and this page from the final document.

#### Purpose of the Project Communications Plan:

The Project Communications Plan serves to provide the communication requirements for the project and describes how information will be distributed. The plan provides definition to the following components:

- What type of information will be communicated and the level of detail and format
- What channels are involved in communications, e.g., meetings, email, telephone, web portal
- The timing and frequency of information, both formal and informal
- Identification of the party responsible for the communication, the flow of project communications, as well as how changes in process are managed
- The constraints, internal or external, which affect project communications
- The standard templates, formats, or documents used for communicating
- An escalation process for resolving any communication-based conflicts or issues

The Project Communications Plan is developed and approved during the project planning phase to confirm the communication methods that will be used throughout the project to manage collaboration and approved project processes.

**Remove this page from the final document.**

# <Project Name>

## Communications Management Plan

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## Communications Management Plan

### Revision History

Date	Version	Author(s)	Notes
1/1/2018	0.01		

# <Project Name>

## Communications Management Plan

### Introduction

Add/edit this section to provide the introduction to your communications management plan. Document who is responsible for identifying and mitigating the risks. Define who will distribute the Communications Plan material and how/where it will be stored.

Remove this instruction text from the final document.

Project Communications Management employs the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and disposition of project information. The project's communications management processes provide the critical links between people, agencies and information that are necessary for successful communications.

The Project's Communication Management Plan outlines the following:

**Communication Infrastructure:** Defines the roles and responsibilities of project participants in the review, approval and dissemination of project information.

**Communication Vehicles:** Identifies the types of communications (i.e., the communication deliverables) and their frequency, as well as the methods used to deliver them.

**Communication Storage:** Provides a description of where project information will be stored and organized to ensure accessibility.

**Communication Effectiveness Evaluation:** Describes the method for reassessing the effectiveness of the project's communications and identifying any new communication needs.

### Roles & Responsibilities

Add/edit this section to detail who is responsible for maintaining and enforcing the tenants of this communications management plan.

Remove this instruction text from the final document.

The Project Communications Management Plan is required reading for every member of the project team, the Sponsor and all Stakeholders who are active participants in the project effort. The Project Manager <OR OTHER ASSIGNED ROLE>, <FNAME LNAME>, is responsible for the maintenance, distribution, and management of risks associated with the <PROJECT NAME> Communications Management Plan. All communications artifacts and deliverables will be stored at <LINK TO PROJECT WORK PRODUCTS ARCHIVE>. It is the Project Manager's responsibility to ensure that the activities outlined in this plan are performed by the project team and supporting agencies.

### Change Management

Add/edit this section to identify how changes to the plan will be managed and communicated.

Remove this instruction text from the final document.

Changes or updates to this plan may be required from time to time. If a change is requested and approved, the Project Manager < OR OTHER ASSIGNED ROLE>, in accordance with the Project Change Management Plan, will update, distribute and archive any revisions to the communications plan along with any supporting documentation to the project repository and notify the project team and stakeholders of this change event with a link to the revisions for review and reference.

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## Communications Management Plan

### Constraints

Add/edit this section to document the constraints to which this plan must abide.

Remove this instruction text from the final document.

All project communication activities will occur within the project's approved budget, schedule, and resource allocations. Communication activities will occur in accordance with the frequencies detailed in the Communications Matrix to ensure the project adheres to schedule constraints. Any deviation from these timelines may result in excessive costs or schedule delays and must be approved by the project sponsor.

### Informal Communications Management

Add/edit this section to detail how informal communications will be managed with the project.

Remove this instruction text from the final document.

It is not uncommon for informal discussions to manifest into actions or assignments outside of the processes defined in the formal communications plan. While these types of collaborative discussions are critical to the success of the project, when they result in actions or assignments outside of the formal command and control of the project or the project manager, they can work cross purposes to the efforts of the team and the project plan.

All informal communication between project staff, stakeholders, and/or end users that result in issues, concerns, or updates must be managed by directing them into the appropriate communications vehicle outlined in this plan. If any member of the project is in doubt as to when to formalize an informal communication, they should seek the input of the project manager, communication manager or the appropriate team lead. This can be done by forwarding or copying the project manager on notes or adding them to a meeting set up by a stakeholder or customer where project actions may be discussed. It is a responsibility of each project team member to document all responses to informally communicated requests in the appropriate communications vehicle for action or record. In this manner all project communications will occur in accordance with this plan and the project communications matrix.

### Communications Infrastructure

This section should describe the people and groups responsible for project communication. Update the chart below to be relevant to your project. Remove this comment section from final document.

Remove this instruction text from the final document.

Person/Group	Type/Level of Communications
<b>Project Steering Committee</b>	The Steering Committee is comprised of the project sponsor, project manager and key stakeholders. This committee is responsible for deciding management, policy, and directional issues that impact the project. It serves as an escalation point for project related decisions as well as a communication channel to the entities each stakeholder is representing (departments, agencies, external contractors, etc.).

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## Communications Management Plan

Person/Group	Type/Level of Communications
<b>Enterprise Architecture Committee</b>	The Enterprise Architecture Committee is comprised of the project sponsor, project manager, project solutions architect, and key technical stakeholders. This committee serves as the technical escalation point for enterprise architecture or systems integration related decisions that span multiple agencies
<b>Project Sponsor</b>	The Project Sponsor is a state employee who provides high-level direction to and funding oversight for the project, approves all significant decision requests, and acts as the final level of issue resolution within the project.
<b>Project Manager</b>	The Project Manager is responsible for managing the project to a successful completion. He/she oversees the planning and scheduling of work, reports progress, identifies and manages project risks, manages resources, ensures a quality configuration, and directs project communications.
<b>Project Team Members/Subject Matter Experts</b>	The project team consists of business representatives, technical support personnel, implementation consultants, training, and quality assurance\testing personnel. They must communicate effectively between themselves, as well as with vendors and stakeholders. They must collaborate to ensure proper system functionality, prepare detailed input for status reports to the Project Manager and generate required site documentation.
<b>Stakeholders</b>	Stakeholders include anyone that has an interest in the project. They should be provided information on the status of the project to include achievements, milestones met, and any issues that affect the tasks for which they are responsible.
<b>Change Agents</b>	Personnel assigned by the Agencies/Departments impacted by the project and potential changes brought about by the project. Change Agents are an extension of the core Project Team, ensuring details about the project reach the individual users affected, while ensuring user feedback is communicated back to the Project Team. Change Agent Communication and Training may be managed by representatives from Organizational Skill Development (OSD)

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## Communications Management Plan

### Communications Vehicles

#### Communications Matrix

Define who will evaluate the Communications plan and how often, e.g., the Communications Plan will be evaluated by the DSS Project Manager on a quarterly basis to identify any gaps or necessary improvements. Identify when amendments to the plan can be made and when changes to the plan shall be made. Define who will review and provide approval to any changes in the Communications Plan, e.g., amendments to the Communications Plan may be made when new stakeholders are identified, project staff are added, or project roles are updated. The Communications Plan shall be updated following any changes in scope or key project objectives. All changes to the Communications Plan will be submitted to DSS for review and approval. Insert the communication matrix or provide a reference to where it is stored in this section.

Remove this instruction text from the final document.

The project communications matrix is used as a quick reference for what information to communicate, who will be performing the communication, when to communicate, and to whom to communicate.

Based on analysis of all Stakeholder communication needs by the project team and in conjunction with DSS Organizational Skill Development (OSD) department, the <PROJECT NAME> Communications Matrix detailed below provides a list of the communication deliverables, target audiences, delivery methods, delivery frequency, and the person(s)/role(s) responsible for each communication deliverable.

The following matrix outlines various forms of project communication, and the necessary information for the management of each type:

<COMMUNICATIONS MATRIX LINKED OR COMPLETED BELOW>

Type	Description	Frequency	Format	Participants/ Distribution	Deliverable	Owner
<b>Weekly/Monthly Status Reports</b>	Email summary of project status	Weekly/ Monthly	Email/ SharePoint Status Report	Project Sponsor, DSS Project Management Executive Team, and DSS Stakeholders	Status Report Progress Report Issues & Comments Log	DSS Project Manager
<b>Project Team Status Meeting</b>	Meeting to review previous week results and future week Plans, Risks, and Issues	TBD	Conference Call	Project Team	Meeting Agenda and Meeting Notes	DSS Project Manager
<b>Project Team Register</b>	List of all Project Team members	As Needed	Email/ SharePoint Project Team	Project Team	Updated Register	DSS Project Manager

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## Communications Management Plan

Type	Description	Frequency	Format	Participants/ Distribution	Deliverable	Owner
<b>Key Stakeholder Register</b>	List of all stakeholders and responsibilities	As Needed	Email/ SharePoint Stakeholders	Project Team	Updated Register	DSS Project Manager
<b>Meeting Agenda</b>	Agenda to be covered in the meeting and list of invitees	Two days in advance of meetings	Email/ SharePoint Agenda	Invited Participants	Meeting Agenda	DSS Project Manager
<b>Templates</b>	Discussions covered in the meeting, list of invitees, and action items	Three days following meeting	CMS Templates	Invited Participants	Documentation stored on SharePoint site/email as needed	DSS Project Manager
<b>ad hoc Meetings</b>	Other meetings not covered above	As Needed	TBD	Project Team	TBD	TBD
<b>Stand-up Meetings</b>	Informal 15-minute team sync-up meetings	Daily	Verbal	Project Members	Progress, Plans, Escalation	Scrum Master or Team Leader

### Project Team Archive

Include a link to the Website/page referenced.

Remove this instruction text from the final document.

This is a dedicated website or repository to store information about the project. Content could include a page with a Project Overview, some Background and/or History leading up to the project (i.e. business drivers, goals, etc.), and links to many other valuable sources of information (i.e. project status reports published, frequently asked questions, schedules, self-service training, ways to contact the Project Team, etc.). Often, communications sent out will always close with a reference about the Project Site and a link to it.

ITS Project Managers will use; <CA Project Portfolio Management>, <Agile Central> and <FileNet> to manage projects.

### Project Meetings

Update/revise the information below as you deem appropriate to be relevant to your project.

Remove this instruction text from the final document.

The following table summarizes the types of meetings that can be expected during this project. Where warranted, additional one-time meetings may be scheduled.

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Meeting	Facilitator	Audience	Purpose	Frequency <sup>1</sup>
e.g. Project Steering Committee	Project Manager	Sponsor, Key Stakeholders	Report on high level project progress, resolve project issues that cannot be resolved at the project/staff level, approve major changes to project plan, provide direction to and act on recommendations from the Project Manager.	Monthly or Bi-Monthly
e.g. Project Review	Project Manager	PMO Lead, OSD, Project Team	Discuss status, project issues, assignments, and strategies.	Weekly or Bi-Weekly
e.g. Project Team Meeting	Project Members	Project Manager, Other Project Members, OSD, Stakeholders, End Users	Periodic discussions between team members to review issue status and progress.	As-required
e.g. Stand-up Meetings	Project Members	Project Members	Sync-up on daily work activities	Daily

<sup>1</sup> Bi-Monthly or Bi-Weekly means every two months or two weeks respectively. As soon as meetings are calendared, update with the specifics in this table. E.g., “third Thursday of each month, 10:00 to 11:00, location TBD” or “immediately following the conclusion of weekly Exec Team meeting in Room 5002.”

### Meeting Documentation

Update/revise the information below as you deem appropriate to be relevant to your project.

Remove this instruction text from the final document.

Meeting notes will include decisions the group makes and an action plan of what will be done by whom, and when and how these activities will be measured. If the group generates a list of ideas, they will be recorded for future reference.

Meeting notes will be circulated within three business days of the meeting, unless participants are notified otherwise. Meeting participants will identify any needed changes via email or during the next meeting.

### Project Reports

Provide a description of each of the reports that will be generated in support of the project. For each report define the data to be collected, the frequency of collection, the responsible party for collection for and compilation / analysis, the report media and format, and the distribution of the report.

Remove this instruction text from the final document.

Report	Owner/Distributor	Purpose	Frequency <sup>2</sup>	Recipients
e.g., Summary Project Status Report	Project Manager	A report that provides a summary update on project health,	Weekly or Bi-Weekly	Key Stakeholders

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Report	Owner/Distributor	Purpose	Frequency <sup>2</sup>	Recipients
		accomplishments, upcoming tasks, risks, and significant issues.		
e.g., Detailed Project Status Report	Project Manager	Like the Summary Project Status Report with add'l details	Monthly or Quarterly	All Stakeholders

<sup>2</sup> Bi-Monthly or Bi-Weekly means every two months or two weeks respectively.

Project status report formats, based on the DSS PM Status Report Template, will be reviewed and agreed to by the report audience during project kick-off and project planning work sessions.

### Project Logs

#### Issues and Action Item Logs

Describe how issues and action items will be tracked and communicated.

Remove this instruction text from the final document.

Issue and action item log formats, based on DSS PM templates, will be reviewed and agreed to during project kick-off and project planning work sessions.

#### Decision Log

Describe how decisions will be tracked and communicated.

Remove this instruction text from the final document.

Decision log format, based on DSS PM templates, will be reviewed and agreed to during project kick-off and project planning work sessions.

#### Risk Register (Log)

Describe how risks will be tracked and communicated. Provide a reference or link to the Project Risk Management Plan.

Remove this instruction text from the final document.

Risk Register format, based on DSS PM templates, will be reviewed and agreed to during project kick-off and project planning work sessions.

#### Change Request Log

Describe how change requests will be tracked and communicated. Provide a reference or link to the Project Change Management Plan.

Remove this instruction text from the final document.

Change Request format, based on DSS PM templates, will be reviewed and agreed to during project kick-off and project planning work sessions.

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## Communications Management Plan

### Communication Work Products Archive

Describe where project communications artifacts will be stored (e.g., Project Website, SharePoint site, shared folders, etc.) and how they will be organized within that site (e.g., folder structure, etc.).

Remove this instruction text from the final document.

### Communication Effectiveness Evaluation

Describe the methods for measuring the effectiveness of the project's communication efforts to ensure stakeholder and team member needs continue to be met throughout the project timeline.

Remove this instruction text from the final document.

Entity	Objective/Goal	Timing
e.g. Project Team & Key Stakeholders	Phase Transition Reviews: As the project progresses between phases, the Team discusses their readiness to transition to the next phase, and improvements that may be incorporated into current processes and communication. Stakeholders (including Change Agents where utilized) are asked for feedback (i.e. face to face meetings, informal surveys, user comments received). Adjustments are made as needed.	End of each Phase or Release, prior to beginning the next Phase or Release.

### Approvals

REQUIRED. Identify by name, title, and signature the individuals agreeing to this plan. At a minimum, the Project Communications Management Plan should be signed by the Project Manager, the Project Sponsor, and, if applicable, the Executive Sponsor.

Remove this instruction text from the final document.

Role	Name & Title	Signature	Date