**Communication Management Guide**

| **Section 1 – Purpose** |
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| **Communication Plan Purpose**  The Communication Plan provides an overall framework for managing and coordinating the wide variety of communications that will directly or indirectly take place as part of this project. It addresses communicators, audiences, messages, communication channels, and feedback mechanisms, and creates a mapping between all five. Such a framework will ensure the project provides relevant, accurate, and consistent information to the organization at all times.  Actual delivery of many of the communication messages will be through designated communicators who will present and facilitate briefing sessions, deliver communication, and solicit feedback. The tasks required to develop the communication materials, support the delivery of communications, and the associated resources for those tasks will be included in detail in the Project Plan.  A significant number of project stakeholders are involved in this project. By effectively communicating with them, the project can accomplish its work with the support and cooperation of each stakeholder group. |

| **Section 2 – Elements of Communication**  This section outlines the approach to identify the communication elements necessary to support this project.  *Change / update the following fields as necessary.* |
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| **Audience Groups**  Audience groups for the project can be broken down in a number of different ways: project team, project sponsor, internal stakeholders, and external stakeholders. Most people belong to a number of potential audience groups, some of which overlap and / or have different concerns and priorities.  Project Team  Project Sponsor  Internal stakeholder  Suppliers  Creditors  Project Manager  External stakeholders  Customers |
| **Communicators**  The deliverer of the communication messages (also known as the communicator) is equally as important as the message being delivered. It is important the communicator have credibility with his / her audience for the message being delivered. It is also important the communicator is supported and trained in communication skills.   * **Status Report;**Reports the current performance of the process against performance measurement baseline * **Progress Report:**Describes the total work accomplished * **Trend Report:** Whether performance has an upward trend or a downward trend is reported by the trend report * **Forecasting Report;**Future project status and performance is reported basis current (or historical) data * **Variance Report;**Compares actuals to baselines * **Earned Value Report;**This report integrates scope, cost, and schedule measures to assess project performance * **Lessons Learned Documentation**; Performance reports are used as lessons learned for future projects |
| **Communication and Feedback Channels**  Communication and feedback channels fall into three broad categories: face to face, paper based, and technology based. Some will be suitable for different audience groups and different communication objectives. |
| **Face to Face Communication**   * Presentations/briefings * Brown bag sessions * Workshops * One on one discussions |
| **Paper Based Communication**   * Newsletters * Communication questionnaires * Communication timetables * Internal memos * Job aids * Feedback forms |
| **Technology Based Communication**   * Email * Web pages * Video * Electronic bulletin boards |
| **Feedback and Monitoring Effectiveness**  Feedback is essential to ensure the ongoing effectiveness of project communication. In addition to determining whether people feel the communicators are doing a credible job, feedback will focus on finding answers to a series of questions, for example whether people:   * Understand what the project will deliver. * Understand when the project will deliver specified capabilities. * Understand the progress of the project. * Understand the project issues. * Feel they have been involved in the project and have had a chance to voice their opinions. * Feel their questions have been answered. * Believe in and own the project.   By evaluating the feedback, we will be able to adapt the Communication Plan in order to meet the needs of the audience at any given point in time. This will enable continuous improvement for future communications. |

| **Section 3 – Project Audiences**  This section contains a description of the various audiences covered in this Communication Plan. The following table identifies each audience and their vested interests and expectations.  *Change / update the following fields as necessary.* | | |
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| **Audience** | **Interests** | **Expectations** |
| Project Sponsor | * Project strategy owners * Appropriate deployment and use of resources * Project progression | * Project is well planned * Project progresses as planned * Issues are raised quickly * Process is followed |
| Management Committee | * Project strategy * Changes to business operations and policy * Implementation of project * Project deliverables | * Project is well planned * Project progress is reported via regular status reports * Process issue are raised quickly * Able to have input in the review of project deliverables |
| Internal and External Stakeholders | * Impact of project on business processes | * Project progress is reported via regular status reports * Notified of changes in process * Notified of and consulted on implementation strategy |
| Project Team | * Clear direction and delegation of tasks * Consistent quality management | * Quality delegation of tasks and deliverables * Timely review and feedback on deliverables |

| **Section 4 – Communication Events**  This section outlines the communication events that will occur to support the project. Refer to Section 5 for suggested formats of communications and meetings.  *Change / update the following fields as necessary.* | | | | | |
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| **Event** | **Audience** | **Communicator** | **Channel** | **Timing** | **Feedback Mechanism** |
| Status Report | Project sponsors, management team, project team | Project Manager | Written status reports and oral status reviews | Weekly | Face to face comments on reports |
| Management Committee | Management team | Project Manager | Oral and briefing notes | Weekly | Face to face |
| Project Team Meeting | Project team | Project Manager | Oral and briefing notes | Twice weekly | Face to face |
| User Training | Project team, functional team | Trainer | Training sessions and materials | As required | Face to face and feedback form |

| **Section 5 – Communication Instruments**  This section outlines the contents of key communication instruments and meetings.  *Change / update the following fields as necessary.* | |
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| **Instrument** | **Key Content** |
| Status Report | * Status summary * Accomplishments achieved * Project plan deliverables * Schedule * Key project / policy decisions * Significant project problems and issues * Risk and mitigation plan |
| Management Team Meeting | * Previous meeting minutes * Project status * Significant project problems and issues * Policy recommendations * Communication plan |
| Project Team Meeting | * Project status * Key project / policy decisions * Upcoming project activities * Feedback information for management team |
| User Training | * Training * Data business rules * Business processes * Reports * System policies and procedures |