

**[Insert Project Name]**

**Communication Management Plan**

Further description if needed

***Please note:*** *all text highlighted in grey has been developed to assist you in preparing your Communication Management Plan. Please delete this text once you understand the requirements.*

Document Control

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Document Approval

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**Supported by:**

**……………………………………………………………………..** Date: **……………………**

(INSERT Business Owner name / title)

**Approved by:**

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1. Introduction

*The purpose of this plan is to define the communication requirements for the project and how information will be distributed. The Communication Management Plan defines the following:*

*• communication requirements based on roles*

*• what information will be communicated*

*• how the information will be communicated*

*• when will information be distributed*

*• who does the communication*

*• who receives the communication.*

*EXAMPLE: This Communication Management Plan sets the communications framework for this project. It will serve as a guide for communication throughout the life of the project and will be updated as needs change. This plan identifies and defines the roles of persons involved in this project. It also includes a communications matrix which maps the communication requirements of this project. A guide for conducting meetings details both the communications rules and how the meetings will be conducted, ensuring successful meetings. A stakeholder analysis is included to assist communication activity through an understanding of needs and expectations for all stakeholders directly involved in the project.*

1. Context

*Outline the details of the overarching project, including the business goals/objectives, project benefits and deliverables, and who will be affected by the changes.*

1. Communications Management Approach

*A large proportion of a Project Manager’s time is spent communicating. This may include meetings with stakeholders and staff, emails, reporting and overseeing team members and their work. You can avoid many issues or problems by having a strong approach to your communications. In this section give an overview of your communications management approach.*

*EXAMPLE: The Project Manager will take a proactive role in ensuring effective communications on this project. The communications requirements are documented in the Communications Matrix presented in this document. The Communications Matrix will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it and to whom to communicate.*

1. Stakeholder Analysis

*This section defines the key roles of project staff and stakeholders. This will assist in defining how and what you need to communicate with each person or group. Examples have been provided in the table below and you can delete/add titles to make them relevant to your project.*

| **Title** | **Role** | **Influence** | **Impact** | **What does the stakeholder need/want from the project?** | **What does the project need from the stakeholder?** |
| --- | --- | --- | --- | --- | --- |
| *Project Board / Steering Committee* | *Your project may have an overseeing committee or board party. Define what role they will play eg. is it a governance role or more of a consultative forum providing guidance and direction?* |  |  |  |  |
| *Project Sponsor* | *The project sponsor is the champion of the project and has authorised the project. This person is responsible for the funding of the project and is a primary communicator for the project. The project sponsor is ultimately responsible for the project’s success.* |  |  |  |  |
| *Project Manager* | *The Project Manager has overall responsibility for the execution of the project. The Project Manager manages day to day resources, provides project guidance and monitors and reports on the project.As the person responsible for the execution of the project, the Project Manager is a primary communicator for the project distributing information according to this Communications Management Plan.* |  |  |  |  |
| *Project Team* | *The Project Team is comprised of all persons who have a role performing work on the project. The project team needs to have a clear understanding of the work to be completed and the framework in which the project is to be executed.* |  |  |  |  |
| *Project stakeholders* | *Stakeholders include all individuals and organisations who are impacted by the project. .*  *<insert blank rows here to detail each stakeholder or stakeholder group>* |  |  |  |  |
| *Customer* | *You should identify the customer if the project is the result of a solicitation. The customer will be accepting the final deliverable of this project. They will need to be informed of the project status including potential impacts to the schedule for the final deliverable or the product itself.* |  |  |  |  |

1. Communication Action Plan

The following table identifies the communications requirements for this project.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Aim/Objective** | **Target Audience/**  **Stakeholder Group** | **Key Messages** | **Communication Tool/Type** | **Owner (Who to Action?)** | **By When?** | **Frequency?** | **Costs?** | **Measure** |
| *What do you want to achieve from the communication? Describe the purpose. For example; increase awareness, influence/change behaviours or attitudes, educate and inform?* | *Who is the communication targeted at?* | *What do you intend to communicate to the stakeholder(s) groups?*  *What are the key points stakeholder(s) groups need/want to understand and act upon?* | *What communication method /tools (meeting/report/email/verbal/intranet) are most appropriate for the stakeholder(s) groups?* | *Who will be responsible for implementing each action?* | *When must the action be implemented?* | *How often?* | *What are the costs associated with each action?* |  |
|  |  |  |  |  |  |  |  |  |

1. Potential “Good News” Project Events

*Identify events that if broadcasted can put the project (or project sponsor) in a favourable light and create momentum within the team.*

|  |  |  |
| --- | --- | --- |
| **Event** | **Audience** | **Suggested Approach and Message** |
|  |  |  |

1. Potential “Bad News” Project Events

*Identify events that could cause the project to look bad in the eyes of the user or stakeholders and develop a strategy to reduce the impact on the project,*

|  |  |  |
| --- | --- | --- |
| **Event** | **Audience** | **Suggested Approach and Message** |
|  |  |  |

8. General Sensitivities or Barriers to Communication

*Define general political, reputational or other sensitivities about this project that can/may be expected. Please see common examples in the table below.*

| **Challenges** | **Communications response(s)** |
| --- | --- |
| *Tight project timelines which, unless managed effectively, could impact the breadth of consultation and quality of outputs* | * Directly share with stakeholders the project timelines and explain the constraints the Project Team is working under, as well as communicating the timeline on the Project Team website and project newsletter*  * Identify and promote opportunities for stakeholders to be involved*  * Tailor consultation processes where possible to ensure stakeholders have an opportunity to engage ie if there is only a short period to provide feedback, proactively engage with the stakeholder rather than waiting for a response* |
| *Potential stakeholder confusion about the Project approach, scope and / or the nominated project solution* | * Clear and agreed messages about the project and key decisions communicated both formally and informally*  * Creation of a simple fact sheet/chart which illustrates the project approach and nominated solution and opportunities to provide input*  * Reiterate the approach at any consultation forum*  * Utilise existing communications forums to convey key messages (e.g. existing regulator newsletters, links to Project Team website, workshops)*  * Key opportunities for input and decisions advised via monthly newsletters and Project Team website* |
| *Potential stakeholder dissatisfaction about the opportunities to provide communication input and influence the way they are communicated* | * Clear and agreed key messages about the project and opportunities to provide input and feedback*  * Development of a simple fact sheet/chart which illustrates the process and opportunities to provide input*  * Reiterate the project process at any consultation forum*  * Ensure that all input by stakeholders is appropriately addressed in a timely manner* |
| *Potential anxiety among staff about the change* | * Consistent, regular message to all staff*  * Development of a Change Management Plan in close consultation with current Division Heads as required* |
| *Managing staff expectations about the software capability* | * Clear and agreed messages about the project and functional design elements communicated both formally and informally*  * Strong leadership by the Project Executive and Project Team members* |
| *Lack of stakeholder buy in for the proposed solution* | * Strong stakeholder engagement and communication processes to ensure stakeholders are involved in the project*  * Clearly demonstrate the advantages and efficiencies the project will deliver*  * Clearly articulate the ‘big picture’ goal and that the project is working for and the benefits of a best practice approach* |

9. Related Documents and References

*Add or delete relevant documents or references:*

*Project plan*

*Stakeholder needs analysis*

*ANU Social Media policy:* [*https://policies.anu.edu.au/ppl/document/ANUP\_000784*](https://policies.anu.edu.au/ppl/document/ANUP_000784)