Communications management approach

**Describing the communications activities and stakeholder interactions for the project**

**[Ref filename & version]**

# Contents

[1. Introduction 2](#_Toc487186453)

[2. Communication procedure 2](#_Toc487186454)

[3. Tools and techniques 2](#_Toc487186455)

[4. Records 2](#_Toc487186456)

[5. Reporting 3](#_Toc487186457)

[6. Timing of communication activities 3](#_Toc487186458)

[7. Roles and responsibilities 3](#_Toc487186459)

[8. Stakeholder analysis 4](#_Toc487186460)

[9. Information needs for each interested party 5](#_Toc487186461)

[Guidance on how to complete 6](#_Toc487186462)

# Introduction

# Communication procedure

# Tools and techniques

# Records

# Reporting

# Timing of communication activities

# Roles and responsibilities

# Stakeholder analysis

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Stakeholder** | **Current Relationship** | **Desired Relationship** | **Interfaces** | **Key Messages** | **Notes** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

# Information needs for each interested party

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Stakeholder/ or interested party** | **Info required from Project** | **Info required to project** | **Provider and recipient** | **Frequency of Comms** | **Means of Comms** | **Format of Comms** | **Notes** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

# Guidance on how to complete

***(Note: following completion of the Communications Management Approach the pages beyond this point can be deleted)***

## Purpose

A communication management approach contains a description of the means and frequency of communication with parties both internal and external to the project. It facilitates engagement with stakeholders through the establishment of a controlled and bidirectional flow of information.

## Composition

A communication management approach includes the following:

* **Introduction** States the purpose, objectives and scope, and identifies who is responsible for the approach.
* **Communication procedure** Describes (or refers to) any communication methods to be used. Any variance from corporate, programme management or customer standards should be highlighted, together with a justification for the variance.
* **Tools and techniques** Refers to any communication tools to be used, and any preference for techniques that may be used, for each step in the communication process.
* **Records** Defines what communication records will be required and where they will be stored (e.g. logging of external correspondence).
* **Reporting**  Describes any reports on the communication process that are to be produced, including their purpose, timing and recipients (e.g. performance indicators).
* **Timing of communication activities** States when formal communication activities are to be undertaken (e.g. at the end of a management stage), including performance audits of the communication methods.
* **Roles and responsibilities** Describes who will be responsible for what aspects of the communication process, including any corporate, programme management or customer roles involved with communication.
* **Stakeholder analysis** , including:
  + identification of the interested party (which may include accounts staff, user forum, internal audit, corporate, programme management or customer quality assurance, competitors, etc.)
  + current relationship
  + desired relationship
  + interfaces
  + key messages
* **Information needs for each interested party** , including:
  + information required to be provided from the project
  + information required to be provided to the project
  + information provider and recipient
  + frequency of communication
  + means of communication
  + format of the communication.

## Derivation

A communication management approach is derived from the following:

* the corporate, programme management or customer communications policies (e.g. rules for disclosure for publicly listed companies)
* the programme’s information management strategy
* other components of the PID; in particular, the project management team structure, risk management approach, quality management approach and change control approach
* facilitated workshops/informal discussions with stakeholders
* stakeholder analysis.

## Format and presentation

A communication management approach can take a number of formats, including:

* a stand-alone product or a section of the PID
* a document, spreadsheet or mind map
* an entry in a project management tool.

## Quality criteria

The following quality criteria apply to a communication management approach:

* All stakeholders have been identified and consulted with regard to their communication requirements.
* There is agreement from all stakeholders about the content, frequency and method of communication.
* A common standard for communication has been considered.
* The time, effort and resources required to carry out the identified communications have been allowed for in stage plans.
* The formality and frequency of communication is reasonable for the project’s importance and complexity.
* For projects that are part of a programme, the lines of communication, and the reporting structure between the project and programme, have been made clear in the communication management approach.
* The communication management approach incorporates corporate, programme management or customer communications facilities where appropriate (e.g. using the marketing communications department for distributing project bulletins).