For instructions on using this template, please see Notes to Author/Template Instructions on page 25. Notes on accessibility: This template has been tested and is best accessible with JAWS 11.0 or higher. For questions about using this template and To request changes to the template, please contact [CMS IT Governance](mailto:IT_Governance@cms.hhs.gov) ([IT\_Governance@cms.hhs.gov](mailto:IT_Governance@cms.hhs.gov)).

|  | Centers for Medicare & Medicaid Services |
| --- | --- |

<Project Name / Acronym>

Communications Management Plan

Version X.X

MM/DD/YYYY

**Document Number:** <document’s configuration item control number>

**Contract Number:** <current contract number of company maintaining document>

Table of Contents

[1. Introduction 1](#_Toc396111302)

[1.1 Purpose and Scope of the Communications Management Plan 1](#_Toc396111303)

[2. Communications Approach 2](#_Toc396111304)

[2.1 Stakeholder Identification & Analysis 2](#_Toc396111305)

[2.2 Communications Items 4](#_Toc396111306)

[3. Communications Vehicles 4](#_Toc396111307)

[3.1 Communications Matrix 4](#_Toc396111308)

[3.1.1 Project Meetings 5](#_Toc396111309)

[3.1.2 Project Reporting 6](#_Toc396111310)

[3.1.3 Other Communications Vehicles 6](#_Toc396111311)

[4. Communications Management 6](#_Toc396111312)

[Appendix A: Communications Matrix (Expanded) 7](#_Toc396111313)

[Appendix B: Record of Changes 8](#_Toc396111314)

[Appendix C: Acronyms 9](#_Toc396111315)

[Appendix D: Glossary 10](#_Toc396111316)

[Appendix E: Referenced Documents 11](#_Toc396111317)

[Appendix F: Approvals 12](#_Toc396111318)

[Appendix G: Notes to the Author / Template Instructions 13](#_Toc396111319)

[Appendix H: Template Revision History 14](#_Toc396111320)

[Appendix I: Additional Appendices 15](#_Toc396111321)

List of Figures

**No table of figures entries found.**

List of Tables

[Table 1: Stakeholder Analysis 3](#_Toc396111322)

[Table 2: Communications Action Matrix 5](#_Toc396111323)

[Table 3: Project Meetings 5](#_Toc396111324)

[Table 4: Project Reporting 6](#_Toc396111325)

[Table 5: Miscellaneous Communications Vehicles 6](#_Toc396111326)

[Table 6: Communications Matrix (Expanded) 7](#_Toc396111327)

[Table 7: Record of Changes 8](#_Toc396111328)

[Table 8: Acronyms 9](#_Toc396111329)

[Table 9: Glossary 10](#_Toc396111330)

[Table 10: Referenced Documents 11](#_Toc396111331)

[Table 11: Template Revision History 14](#_Toc396111332)

# Introduction

## Purpose and Scope of the Communications Management Plan

Instructions: Provide the purpose of the communications management plan.

The purpose of this document is to define the communications goals and strategies of the <Project Name>. These high-level strategies and goals are intended to provide guidance in planning and measuring results of the current and future communications efforts.

The <Project Name> Communications Management Plan (CMP) defines the project’s structure and methods of information collection, screening, formatting, and distribution of project information. It also outlines understanding among project teams regarding the actions and processes necessary to facilitate the critical links among people, ideas, and information that are necessary for project success.

The overall objective of a Communications Management Plan is to promote the success of a project by meeting the information needs of project stakeholders and outline the goals of the communications efforts to reach and inform each group.

Without detailed plans for communications activities that identify the organizational, policy, and material resources needed to carry them out, the <Project Name> will not be able to secure needed resources, coordinate efforts with other groups, or report its activities and results to key oversight stakeholders.

Communications planning activities identify the appropriate level of communication for each project stakeholder, what information should be distributed and the frequency of communications. This plan should also include the vehicle of communications (email, face to face meetings, etc). The risk of insufficient planning could result in failure to accomplish key project objectives, duplication of effort, and reduced stakeholder confidence.

<Project Name> communications efforts should be based on this explicit, detailed Communications Management Plan, with a matrix of specific actions addressing communications needs of each stakeholder group. Success for <Project Name> project communications should be measured against planned objectives and the IT Project Manager should provide regular updates to the Business Owner on each objective.

The intended audience of the <Project Name> Communications Management Plan is the project manager, project team, project sponsor, senior leaders, and any other stakeholders whose support is needed to carry out the project.

# Communications Approach

Instructions: Describe the approach for managing project communications in accordance with proven project management practices.

## Stakeholder Identification & Analysis

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

**<Stakeholder Group 1 – 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.

**<Stakeholder Group 2 – 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 Project Communications plan by measuring customer satisfaction

**<Stakeholder Group 3 – such as congressional members and staff of relevant appropriations, authorizing, and oversight committees; representatives of central management and oversight entities such as HHS, OMB and GAO>**

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

**Goals:**

* 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>

Instructions: Insert the stakeholder analysis or provide a reference to where it is stored.

Table 1: Stakeholder Analysis

| Name | Title | Stakeholder  Group | Contact | Communications | Vehicle | Comments |
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## Communications Items

Instructions: Describe the approach for identifying communication items (e.g., as documented in the SOW, requests from project stakeholders (both external and internal), etc.).

# Communications Vehicles

## 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. The project team and the Business Owner work together to develop 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
* The resources required for these efforts in terms of personnel and budget, and where the personnel and budget would be obtained
* A list of key messages and benefits statements, with an assigned message “owner” as a central point of contact
* Processes for vetting communications messages and products
* List priority customer groups targeted for participation in <Project Name> , 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 <Project Name>.
* The schedule for approaching each; and
* The designated spokesperson from the <Project Name> tasked with developing the relationship with each targeted group.
* List contacts from current (legacy) system users, indicating:
* Whether they are the appropriate representatives to carry communications and change management messages into their environment; and
* If the current contacts are not the appropriate person, such contacts should be identified and included in planning.

The following is a sample Communications Action Matrix. Additional rows should be added to the matrix as required by your project.

Instructions: Insert the communications matrix or provide a reference to where it is stored.

Table 2: Communications Action Matrix

| Vehicle | Target | Description Purpose | Frequency | Owner | Distribution Vehicle | Internal /  External | Comments |
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### Project Meetings

Instructions: Insert the project meeting schedule or provide a reference to where it is stored.

Table 3: Project Meetings

| Meeting | Description Purpose | Frequency | Owner | Internal / External | Comments / Participants |
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### Project Reporting

Instructions: Insert the project reporting schedule or provide a reference to where it is stored.

Table 4: Project Reporting

| Report Name | Description Purpose | Frequency | Owner | Internal / External | Comments / Distribution List |
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### Other Communications Vehicles

Instructions: Insert the other communications vehicles or provide a reference to where it is stored.

Table 5: Miscellaneous Communications Vehicles

| Vehicle | Description Purpose | Frequency | Owner | Internal / External | Comments / Distribution List |
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# Communications Management

Instructions: Describe how project communications will be managed, including how changes to the Communication Matrix will be managed. Include processes for vetting communication messages and products.

1. Communications Matrix (Expanded)

Table 6: Communications Matrix (Expanded)

| I.D. | Communications Vehicle | Target Audience | Description /  Purpose | Frequency | Owner | Distribution Vehicle | Internal / External ? | Comments |
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1. Record of Changes

*Instructions: Provide information on how the development and distribution of the Communications Management Plan will be controlled and tracked. Use the table below to provide the version number, the date of the version, the author/owner of the version, and a brief description of the reason for creating the revised version.*

Table 7: Record of Changes

| Version  Number | Date | Author/Owner | Description of Change |
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1. Acronyms

Instructions: Provide a list of acronyms and associated literal translations used within the document. List the acronyms in alphabetical order using a tabular format as depicted below.

Table 8: Acronyms

| Acronym | Literal Translation |
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1. Glossary

Instructions: Provide clear and concise definitions for terms used in this document that may be unfamiliar to readers of the document. Terms are to be listed in alphabetical order.

Table 9: Glossary

| Term | Definition |
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1. Referenced Documents

Instructions: Summarize the relationship of this document to other relevant documents. Provide identifying information for all documents used to arrive at and/or referenced within this document (e.g., related and/or companion documents, prerequisite documents, relevant technical documentation, etc.).

Table 10: Referenced Documents

| Document Name | Document Location and/or URL | Issuance Date |
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1. Approvals

The undersigned acknowledge that they have reviewed the Communications Management Plan and agree with the information presented within this document. Changes to this Communications Management Planwill be coordinated with, and approved by, the undersigned, or their designated representatives.

*Instructions: List the individuals whose signatures are desired. Examples of such individuals are Business Owner, Project Manager (if identified), and any appropriate stakeholders. Add additional lines for signature as necessary.*

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1. Notes to the Author / Template Instructions

This document is a template for creating a Communications Management Plan for a given investment or project. The final document should be delivered in an electronically searchable format. The Communications Management Plan should stand on its own with all elements explained and acronyms spelled out for reader/reviewers, including reviewers outside CMS who may not be familiar with CMS projects and investments.

This template includes instructions, boilerplate text, and fields. The developer should note that:

* *Each section provides instructions or describes the intent, assumptions, and context for content included in that section. Instructional text appears in blue italicized font throughout this template.*
* *Instructional text in each section should be replaced with information specific to the particular investment.*
* *Some text and tables are provided as boilerplate examples of wording and formats that may be used or modified as appropriate.*

When using this template, follow these steps:

1. *Table captions and descriptions are to be placed centered, above the table.*
2. *Modify any boilerplate text, as appropriate, to your specific investment.*
3. *Do not delete any headings. If the heading is not applicable to the investment, enter “Not Applicable” under the heading.*
4. *All documents must be compliant with Section 508 requirements.*
5. *Figure captions and descriptions are to be placed centered, below the figure. All figures must have an associated tag providing appropriate alternative text for Section 508 compliance.*
6. *Delete this “Notes to the Author / Template Instructions” page and all instructions to the author before finalizing the initial draft of the document.*
7. Template Revision History

The following table records information regarding changes made to the template over time. To provide information about the controlling and tracking of this artifact, please refer to page 8 (Record of Changes).

Table 11: Template Revision History

| Version  Number | Date | Author/Owner | Description of Change |
| --- | --- | --- | --- |
| 1.0 | 07/29/2020 | Alex Smith, CMS/OIT/DIIMP | Baseline document. |
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1. Additional Appendices

Instructions: Utilize additional appendices to facilitate ease of use and maintenance of the document.