

Communications Plan recommend sample plans be included for different scope projects and programs as well as for organizations to facilitate application and use – reducing the workload and improving understanding. **Response:** [BP team will review and respond.](#)

Scope I can see these on a multi-million, multi-month project, but not on all work at all levels of USACE! Small-medium sized projects, non-project work and most of the work at MSCs and HQ don't warrant this level of complexity/sophistication in their planning. A basic analysis/decision on what plans, (including a commo plan) should be made at the start of a project. This could be revisited during execution. Response: [Reworded. See master document. Refer to PMP Content rewrite.](#)

The purpose of this reference document is to describe the Communications Plan, which serves to establish a good internal and external communication strategy and determine the information needs of all project stakeholders – who needs what information, when they will need it, how it will be given to them, and by whom. The complexity of the project will determine the appropriate level of detail for the Communications Plan. The Communications Plan is a supporting plan that facilitates the implementation of the Project Management Plan (PMP). Communications, *Quality Management*[REF1024], *Risk Management* [REF1023], and *Change Management*[REF1025] Plans are developed currently in the iterative Program/Project Planning Phase.

The initiation of *PMP Development*[PROC1012] triggers the development of the Communications Plan.

Distribution

Project Manager (PM)
Project Delivery Team (PDT)
Public Affairs Office (PAO)

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

Responsibilities

The Project Manager initiates the development of the Communications Plan and is responsible for incorporating it into the project's Project Management Plan (PMP).

While the PM may be responsible for the development of the Communications Plan and is responsible for its inclusion in the PMP, the Public Affairs Office should be consulted and coordinated with regarding the contents of the plan and providing support on projects as needed [PAO] **Response:** [Accepted. Reworded. See master document.](#)

The PM may consider asking for Public Affairs Office support for the development of the Communications Plan based on the complexity and sensitivity of the project.

The PDT is responsible for assisting the PM in determining all stakeholder project communications requirements.

Communications Plan Format & Content

The Contents of the Communications Plan could include but not be limited to the following:

- Project Stakeholder Communication Requirements – An analysis of communication requirements of all project stakeholders.
- Project Stakeholders Communication Strategy
- Key Messages for Project Stakeholders
- Evaluate Effectiveness of Communication Strategy – Document in lessons learned during project execution and project closeout.
- Reporting Relationships – Describe in sufficient detail project reporting relationships
- Collection and filing – How will project information be gathered and stored. To include describing the criteria to be used to determine the frequency that Project Delivery Team will progress and update project activities.
- Communication Distribution Structure – Who gets what type of information, what methods will be used to distribute various types of information. If applicable, discuss the use of web sites and other technology.

Description of information **to Response: [accepted](#)** be distributed – What is the content of information distributed. **In addition to production schedules, cost estimates should be included so that adequate funds are available for meetings, products, web site development, travel, etc. Response: See PMP Development.**

- Production schedules – When will each type of communication be produced.
- Criteria to determine the frequency to conduct Project Delivery Team performance review meetings.
- Method of accessing information between scheduled communications.
- Methods for updating and refining the Communications Plan as the project progresses and changes.

Communications Plan Methodology

1. Identify project stakeholders.
1. The PDT needs to ask who is affected by the project? Who affects the project? How and why? Consider geography, economics, quality of life, and political sensitivity when determining internal and external interested parties. Document this information for easy access by the PDT, review and update as needed. **(Please add this) Stakeholders can come from a variety of areas, the internal stakeholders in the district and higher authority chain, the project sponsor, client, customer;**

interest groups such as environmental, chamber of commerce, business groups; tribes; other Federal and state agencies and the public that may be affected by the work. Response: [Accepted. Reworded. See master document.](#) Will add this information to the glossary for definition of ‘stakeholder’.

2. What are the problems, concerns and/or issues?

Issues to be considered include:

- Technical
- Institutional
- Political (Tribal, Federal, State, Local)
- Environmental
- Economic/Fiscal
- Cultural

Legal Response: [Accepted](#)

Other

How do these problems/concerns/issues affect the project?

3. Listen, understand, and verify expectations, problems, concerns, and issues.

How to get to the issues:

- Talk with local sponsors/customers
- Look at existing documents
- Talk with interest groups

The customer has a significant role in the development of the Communications Plan.

4. The PM prepares a draft communication requirements document that outlines and analyzes information needs of project stakeholders, then designs a communication strategy for each stakeholder with linkages to appropriate project milestones.

Determine key decision points in the project/study, according to the following:

1. Information requirements/expectations.
2. Project schedule milestones.
3. Note impacts, and risk (addressed in risk management plan)

Analyze the relationship between key decision points in the project and the stakeholders’ concerns.

Develop key messages for each key decision point that consider the following characteristics for an effective message (ensure a match with project goals and objectives):

- Timeliness
- Clarity
- Honesty
- Sensitivity
- Relevance
- Openness
- Consistency

Consider use of the following:

Public Affairs Office personnel **Please delete "Public Affairs Office personnel" from the "consider use of the following" section on page 191. Public Affairs Office personnel should be included on the PDT and will be part of the entire process. PAO will work within the PDT and with the PM to assist in communication planning and implementation.** [Response: Accepted. Reworded. See master document.](#)

Request professional assistance, such as facilitators to conduct meetings

Note potential schedule/budget constraints

Plan for 360-degree feedback with interested **parties** **Does everyone who will read this understand what that means and how to get it? In addition, the overall discussion on the communications plan seems light. There is no discussion of identifying clear, concise messages and themes to be emphasized, avoiding "Corps Speak", discussion of tools and techniques, etc. While the section does not need to be all inclusive, it does need to have sufficient detail to get the point across that the PAO needs to be a key player on the PDT. This section needs to be reviewed and massaged by the PAO.** [Response: Every region's PAO has reviewed, and we have evaluated & incorporated their comments. We have also added verbage to ensure that PAO is included as a key player on the PDT.](#)

Use of Partnering during the design phase (Design Charetts) or the construction phase

5. PM and PDT review and comment on draft stakeholder communication requirements document.
6. PM consolidates PDT review comments of communications requirements document, and adds enough additional information to address the recommended Communications Plan contents.
7. PM submits Communications Plan to the PDT for review.
8. PM and Project Delivery Team review the Communications Plan.
9. When the Communications Plan is finalized, the PM incorporates it into the project's PMP by pasting it into the appropriate data field in P3e.
10. Evaluate effectiveness and document in *Lessons Learned*[*PROC1021*], as required throughout the life-cycle of the project.
 - a. Did the strategy allow us to define the playing field?
 - b. Did the strategy allow us to frame the issues?
 - c. Did the strategy bind us to our partners publicly?
 - d. Was the majority of the dialogue fact-based, rather than emotional?