

Communication plan

Plan who gets which information, when, how and from whom.

INFORMATION	FOR WHOM, WHY	WHEN, HOW	OWNER
Status report, one page	Steering group: to decide	Every 2 weeks · push	Project manager
Decision log, current rules	Team, supplier: to act	Same day · pull	Project manager
Coordination call	City team, supplier: to align	Weekly · interactive	Project manager
Build progress, defects	Testers: to steer	Weekly · pull, shared board	Supplier lead
Staff time and tasks	Line managers: to plan	Monthly · push, short note	Project manager

Our example: the internal flow of an 8-month city project with an outside supplier. Illustrative.

WHAT IT IS

One line per information need: what, for whom and why, when, how, and who owns it. The ICB4 (IPMA's Individual Competence Baseline) calls it an information plan, the PMBOK® Guide (PMI's body-of-knowledge guide) a communications management plan; APM (Association for Project Management) builds it on the stakeholder analysis, with feedback channels. The PMBOK Guide's methods: **push** (sent to people), **pull** (fetched from a shared place), **interactive** (a live exchange).

HOW IT WORKS

- 01 Start from roles and decisions: who must decide or do what.
- 02 Give each only what they need, in a form they can use.
- 03 Push what must arrive, pull for reference, interactive to decide.
- 04 n people have $n(n - 1)/2$ lines of communication: fix the routes that must work.

MID-LEVEL · WORKED EXAMPLE

Apply it well

The situation: A city team of 7 has 8 months to move parking permits online with a supplier team of 5, part of it abroad. Staff lent by departments keep their own line managers.

12 people have $12 \times 11 \div 2 = 66$ lines of communication, so the project manager fixes a few on one page: a status report to the steering group every 2 weeks (push), a weekly call with the supplier (interactive), and one shared decision log (pull).

In the exam: Show two or three lines of your plan (what, for whom, when, how, owner), one meeting and its purpose, and one change you made after feedback.

SENIOR · WORKED EXAMPLE

Design and lead it

The situation: A city is joining 14 online services under one login over 30 months, with 2 suppliers, 9 owners of old systems and a steering board that takes the key decisions.

The project manager designs one document system, with access rights advised by the data protection officer. Reports roll up from each team to the board. Lessons from each group of services feed the next plan.

In the exam: Explain how the plan links the levels and the organisations, how information stayed consistent and secure, and how you checked that the plan worked.

WHERE IT SITS

IPMA · ICB4	PMI · PMBOK® GUIDE 8 · PMP® EXAM	APM · BOK 8 · PMQ EXAM
4.5.5 Organisation and information: information plan; needs (4.5.5.1); flows, no redundant information (4.5.5.3)	Guide §2.5.2.3, p. 72; the plan, p. 117; push, pull, interactive, p. 152. Outline: People task 8	BoK (APM's Body of Knowledge) §4.1.4: communication plan from the stakeholder analysis; §3.5.5 information management. PMQ (APM's Project Management Qualification) outcomes 10b–10c

Sources: IPMA ICB4 (2015); PMI, PMBOK® Guide, 8th ed.; PMI, PMP® Examination Content Outline (2026); APM Body of Knowledge, 8th ed.; APM, PMQ handbook (v6, 2026); Kerzner, Project Management: A Systems Approach (11th ed.)

Key: IPMA = International Project Management Association; PMI = Project Management Institute; PMP® = PMI's Project Management Professional. Unofficial study material for IPMA®, PMI® and APM exams. Not affiliated with, endorsed by or approved by IPMA, PMI or APM, and not an accredited or endorsed training provider. IPMA® and IPMA ICB® are registered trademarks of IPMA in Switzerland and other countries. PMI, PMP, CAPM and PMBOK are registered marks of Project Management Institute, Inc. APM is a trade mark of the Association for Project Management. Other marks belong to their owners. PMP® exam facts are from PMI's public PMP® Examination Content Outline (2026); check the current version on pmi.org. APM's qualifications are its own; this series is not an APM Accredited Provider or APM Endorsed. Examples use a fictional city and its projects. Levels (this series' labels): Mid-level = moderately complex projects (IPMA Level C, PMI's PMP®); Senior = complex projects and people (IPMA Level B, APM's Chartered Project Professional).

All episodes, sheets and handouts: pm.fannarmaximus.com · Watch: youtube.com/@fannarmaximus



Scan for the episode