

Designing & Utilizing a Performance Management System Communication Plan

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A comprehensive and successful rollout of performance management and continuous improvement efforts includes ongoing engagement and communication. A communication plan can support these efforts and keep the organization and Council on task. The communication plan should outline the actual expected activities to keep staff informed. When developing, consider what tools the agency has that can elevate the PM System to keep the information and lessons learned visible to staff? This could include newsletters, standing agenda PM reports/activities at program or department level meetings, bulletin boards, posters, conference presentations, and more. Make a plan for consistent communication and commit to it in writing, in the plan.

Development

- **What are we trying to achieve in the development stage?**
 - Accreditation, increasing awareness, changing audience behavior, etc.
- **What do we want our audience to think after learning about the PM System?**
 - What are their greatest needs and challenges?
 - What is the connection between this project and other program work?
 - A key component to performance management is using data to guide decisions.
- **What other Performance Management systems or activities exist in the health department already?**
 - Are they working? Can they be leveraged?
- **What behavior or actions do we need from our audience?**
 - Participation in the development, time, expertise, support, promotion, etc.
 - Development of meaningful measures (demonstrate impact and value).
 - Understand what resources are available and how to utilize for TA and coaching as needed.

Deployment

- **What are we trying to achieve in the deployment stage?**
 - Increasing awareness, action, involvement, changing audience behavior, etc.
- **What do we want our audience to know during this phase?**
 - What are their greatest needs and challenges during this phase?
 - What is in it for them? How does this help them?
 - Focus on building a culture of continuous improvement.
- **What do we want our audience to do during this phase?**
 - Do we need their support? Are there steps they need to take?
 - Understand how their work ties to the PM System.
- **What are the key milestones that impact our audience?**

Sustainment

- **What are we trying to achieve in the sustainment stage?**
 - Action, involvement, changing behavior, etc.

- **What do we want our audience to know during this phase?**
 - What does our audience think now? What are their greatest needs and challenges to sustaining their part of the system?
 - What is the connection between this project and other program work?
- **What do we want our audience to do during this phase?**
 - Do we need their ongoing support? What does that support look like? Are there steps they need to take? What are the challenges they have?
 - Utilize data to guide decision making.
- **What should we monitor in the future?**
 - What do we need to communicate to our audience for this to go smoothly?
 - Incorporate communication related to ongoing use of the PM System, Culture of Continuous Improvement – should be “business as usual”

Templates

RACI¹ Model

Implementation Activities	Responsible	Accountable	Consult with	Inform to

Communication Plan

Milestones*	Date	Communication format** (email, meeting, desk drop)	Audience

* Announcement date, reminder dates, milestone dates, activity dates, and recap/follow-up dates

** Website, email newsletters, social media messaging, blog, staff meetings, desk drops, voicemail

The RACI model is a project management tool that helps teams assign roles and responsibilities for tasks, milestones, and decisions. RACI stands for Responsible, Accountable, Consult (as needed), Information (Keep Informed)