**Instructions**:The organization needs to determine the internal and external communications relevant to the quality management system.

| Plan # | Topics  (What) | Frequency  (When) | Audience  (With whom) | Method  (How) | Owner  (Who) |
| --- | --- | --- | --- | --- | --- |
| 1 | Company quality policy and quality objectives | Daily  Annually  Annually | All HQ  All HQ  Executive Team | Quality Policy is widely posted and on each employee’s desk.  Annual Training  Policy reviewed annually when reviewing Quality Manual & QMS Plan | Management Representative  Management Representative  Management Representative |
| 2 | Promoting the process approach and risk-based thinking | Annually | All HQ | Annual Training | Management Representative |
| 3 | Communicating the importance of effective quality management and of conforming to the quality management system requirements | Annually  Monthly  Annually | All HQ  HQ Teams  Operations Leadership | Annual Training  Monthly metrics  Ops Meeting Topic | Management Representative  Varies by team or metric  Member of ISO Team |
| 4 | Engaging, directing and supporting employees to contribute to the effectiveness of the quality management system | Monthly  Annually | All HQ  Executive Team, via ideas brought forward for consideration | Annual Training  Monthly Review Meeting | Idea Sponsor  Management Representative |
| 5 | Promoting improvement | Annually  Daily | All HQ  Staff and Management | Annual Training  Looking for ways to overcome challenges, often resulting from workload challenges. | Management Representative  Managers |
| 6 | Customer satisfaction | Daily  Daily  Annually | Staff and Management  HQ Staff and Ops Leadership  HQ Staff | Everyone is committed to excellence. Management is quick to acknowledge and reward exceptional customer service.  Escalations of any issues requiring Exec Team Attention  Key factor in evaluations | HQ Staff  Any Employee  Managers |
| 7 | Roles, responsibilities, and authorities | Monthly  Annually | Executive Team  All HQ | Updates noted in Management Reviews  QMS Plan and Annual Training | Executive Management  Management Representative |
| 8 | Contract highlights; Customer Satisfaction; Issues & Kudos; and, includes audience specific - Exec updates | Alternating Months | Ops Leadership up to Exec Team | Written and oral briefings | EVP, Technical Operations |
| 9 | Customer Satisfaction, Issues & Kudos; Critical updates; Financials, Budget & growth progress against plans; other risks; and, includes audience specific - Exec updates | Alternating Months | Sr. Managers & Exec Team | Written and oral briefings | CEO |