

Republic of the Philippines

**POLYTECHNIC UNIVERSITY OF THE PHILIPPINES**

**Open University Graduate Studies**

Manila

**Project Communication Plan**

**Project Life Cycle Monitoring System (PLMS)**

In Partial Fulfilment of the Requirements in

**MIT 614 - Project Management Information System**

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1. **INTRODUCTION**

This Project Communication Plan serves as a guide for the overall project communication approach which is based on stakeholder’s information needs and requirements, and the available organizational assets. The Project Life Cycle Monitoring System (PLMS) Communication Management Plan states the project’s way of collecting information and identifies the roles and responsibilities of each individual involved in the project.

This project communication plan constitutes the following sections:

* Communication Management Approach
* Communication Plans (Initial, Recurring and Close-Out)
* Project Stakeholders/Team Directory

1. **COMMUNICATION MANAGEMENT APPROACH**

The Project Manager leads and facilitates the overall communication activities about the project. The communication process plan is divided into three groups namely: initial, recurring and close out communication plans which the project manager oversees to measure completeness, adherence to standards and success of each development phases or milestones. Any changes, clarification, or concerns encountered by the project is being communicated to the project manager which then project manager raises to the appropriate contact on the client side. Also, any change within the project as it advanced will be monitored, document and be approved by the Project Manager. Updates and supporting materials will be cascaded to the entire project team and stakeholders to keep everyone informed about the project status and the changes made to communication management.

The details discussion of communication process plans is described on the succeeding chapter.

1. **COMMUNICATION PLAN**

The team uses a project communication plan which is divide into three groups. Each group is described further in the form of table on the next chapters but before that following are the list of abbreviations used on the communication plans which we have to understand:

**LIST OF ABBREVIATIONS:**

|  |  |  |  |
| --- | --- | --- | --- |
| **WHAT**  **(Content of  Communication. Deliverable Information)** | **WHO**  **(Communication Purpose; then description.)** | **WHEN**  **(Timing  or Periodicity)** | **HOW**  **(Methods of Communication)** |
| **C** Collect Information from others, while increasing their ownership stake in the project  **D**  Decide: Action Required; persuade others to take action: to influence a manager to decide to resolve an issue  **E** Exchange Information: Dialogue, to arrive at mutually agreeable ways to respond to Issues or Risks  **G**  Govern: Project Governance, to meet legal, regulatory, enterprise policy or standard process requirements  **I**  Inform others, and get their commitment, causing all interested parties or stakeholders to engage in the project, to want it to succeed, and to help assure that it meets their needs | The *Who’s in italics* are Responsible. The others are the target audiences.  ***Additional Notes:***  Sponsor could be multiple persons, from multiple enterprises; or they could be a Steering Committee  Auditors could be Internal or External  Key Decision Makers include managers of internal team members within or beyond the Sponsor’s control, or mangers in the Seller organization  Executives include Management in the top several levels of the enterprise  Interested Parties include Stakeholders and internal Customers  Leadership Team includes Program and/or Project Managers, Team Leads, and captive PMO’s  PMO is an independent Project or Program Management Office  Sellers also include any Subcontractors  Experts are Subject Area Experts | The majority of the items are recurring, with as-needed updates after initial establishment | The methods depend on whether a topic is formal or informal, and within or beyond the team. Communications may have retention requirements.  **Formal Reports and Proceedings** can use paper, or be electronic with access and tracking controls. They usually must leave an audit trail.  **Informal Reports** can be paper or electronic; if electronic, project wikis or collaborative software can be useful.  **Meetings** can be virtual or onsite; depending on their purpose, their results are either Formal or Informal.  **Discussions** and **Phone Calls** rarely leave a documentation trail unless they are part of a formal event.  **Emails** leave a trail and have retention requirements, while text messaging typically does not (currently). |

**3.1 INITIAL COMMUNICATION PLAN**

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| **WHAT**  **(Content of  Communication. Deliverable Information)** | **WHO**  **(Audiences)** | **WHY**  **(Communication Purpose; then description)** | **WHEN**  **(Timing  or Periodicity)** | **HOW**  **(Methods of Communication)** |
| Initial Request Analysis | *Requestor, Leadership Team;* Decision-Makers | ***I, E.*** Determine Business Case | At Concept; then updated as it changes | Documented Discussion, Analysis, Formal Report |
| Stakeholder Expectations | *Sponsor, Leadership Team;* Interested Parties | ***C, E, I.*** Get commitment to support changes resulting from effort | As early as possible, updated with changed and/or approved status | Meetings, phone calls or Interviews; summary report |
| Initiative Authorization | *Executives, Decision-Makers;* Sponsor, Leadership Team | ***G****.* Approval to Proceed | At Approval, or if approval is later rescinded | Meeting: Discussion, Decision |
| Project Justification; Business Case or Need for the Initiative | *Requestor, Sponsor;* Executives, Decision-Makers | ***E, G.***This is the foundation of approval and project continuation | As early as possible, updated with changed and/or approved status | Discussion; Analysis, Informal or Formal Report |
| Portfolio Prioritization | *Executives, Decision-Makers;* Sponsor, Leadership Team, Interested Parties | ***D, E.*** Evaluate Business Case, allocate Staff and other resources, and use funds wisely | At Portfolio Analysis; may be recurring, given new, higher priorities | Meeting, Discussion, Analysis of Justification |
| Start-up Meeting | *Sponsor;* Leadership Team.  Team Members | ***I, E.*** Establish Charter, if used in the initiative.  Build a strong and committed team. | Day one of initiative, or of each sub-component | Meeting; Discussion, team building exercises |
| Sizing, Estimating, Evaluating Constraints and Assumptions | *Leadership Team;* Sponsor, Decision-Makers | ***E, I****.* Understand the size of an initiative. Identify initial effort and cost, and set timelines, typically for alternative strategies | As early as possible, updated with changed and/or approved status | Meeting; Discussion, multiple forecasting methods; documented traceable results |
| Initiative Strategy or Approach | *Leadership Team, Sponsor, Team Members;* Decision-Makers, Interested Parties | ***E ,I****.* Identify, evaluate and recommend alternative approaches, timings, staging, or delaying options, with strengths and weaknesses of the best alternatives. | As early as possible, updated at major review points, or upon changes in plan | Meeting; Structured Discussion, Informal Report |
| Risk Assessment Point | *Leadership Team, Sponsor, Decision-Makers, Team Members;* Executives, Interested Parties | ***E ,I****.* Identify and manage risk opportunities and threats, responses, and responsibilities for administering them | As early as possible, updated at major review or risk realization points | Meeting; Structured Discussion, Informal Report |
| Executive Presentations or Briefing | *Sponsor;* Executives, Interested Parties | ***I, E****.* Maintain executive awareness, thus retaining support | Very early, and then ongoing as needed | Presentation, Video cast or Briefing |
| Request for Proposal | *Buyer;* Seller | ***I****.* Obtain offers to assist in the effort from viable sellers | When a Buyer/Seller contract approach is an appropriate strategy | Targeted Solicitation Letter to qualified Sellers |
| Proposal | *Seller,* Buyer, Decision-Makers [, Executives] | ***G****.* Submit an offer that wins the bid, meets buyer needs, and achieves seller purposes | When a Buyer/Seller contract approach is an appropriate strategy | Formal Report, often with presentation |
| Contract Award | *Decision-Makers;* Seller, Sponsor, Interested Parties, [, Executives] | ***D, G****.* Recognize legal acceptance of buyer’s bid or proposal | When a Buyer/Seller contract approach is an appropriate strategy | Meeting with audit trail in a Formal Report |

**3.2 RECURRING COMMUNICATION PLAN**

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| **WHAT**  **(Content of  Communication. Deliverable Information)** | **WHO**  **(Audiences)** | **WHY**  **(Communication Purpose; then description)** | **WHEN**  **(Timing  or Periodicity)** | **HOW**  **(Methods of Communication)** |
| A Phase Plan | *Leadership Team, Team Members;* Sponsor, Decision-Makers, Interested Parties | ***E, I.*** Identify timings, resources needed for next phase(s) | At phase start, updated with approved changes | Meeting or collaboration with informal report |  |
| Work Package Assignment | *Leadership Team, Team Members;* Interested Parties [, Seller] | ***I, E****.* Delegate and understand assignments well enough to estimate them accurately | Phase start or within phase for work package details | Meeting or collaboration with informal report |  |
| Individual Time Reporting | *Team Members;* Leadership Team | ***E, G.***Accurately report effort expended and cost consumed, with estimates to complete | Daily for assignment effort and as needed for changes in assumptions | Time sheets with retention rules; automated entry |  |
| Individual Status Reporting | *Team Members;* Leadership Team, Interested Parties | ***I, E.*** Each team member summarizes status on all open and pending assignments | Periodic, weekly or bi-weekly for current assignments, or as identified in plan | Informal report for all current efforts; ideally, use of tagged XML routes each item to the appropriate project manager |  |
| Managing By Wandering Around | *Leadership Team;* Team Members, Interested Parties | ***C, E.***Pro-actively collect current information from team, without micro-managing | On an ongoing basis; problems occur when you are not watching | Random or targeted discussion |  |
| Project Team Diary | *Team Members, Leadership Team;* Interested Parties | ***E****.* A safe way, either anonymous or signed, for team members to share perspectives, attitudes, concerns, questions and accomplishments | On an ongoing basis, and as needed. Especially important to observe activity level and content when team is in “crunch mode” | Wikis are perfect for this, because they can be posted by individual or anonymously |  |
| Team Status Meetings | *Leadership Team;* Team Members, Interested Parties | ***C, E****.* Helps to correlate multiple data or information points, and drill down to details, where needed, to see true status | On a regular basis, depending on project urgency; weekly or bi-weekly | Meeting with discussion, informal minutes; summarized in Project Log |  |
| Issue Reporting and Logging | *Team Members;* Sponsor, Decision-Makers, Interested Parties | ***I****.* Raise Issues that affect project success. Analyze their impact. track open issues | When Issues Occur | Formal report and log of open issues and their latest status |  |
| Issue Resolution | *Sponsor, Leadership Team;* Decision-Makers, Interested Parties [, Executives] | ***D****.* Resolve open Issues before they impact the initiative | When Issues Occur, and before they impact the project | Formal report and impact of issues resolved too late |  |
| Change Order or Change Request | *Requestor;* Leadership Team | ***E, I****.* A request or required change | When Changes Needed | Discussion, analysis of impact |  |
| Change Authorization | *Sponsor, Decision-Makers;* Leadership Team [, Executives] | ***D, G*.** Approve and fund a needed change, accepting impact on initiative time and cost | Periodically review and resolve evaluated changes | Formal report and recommendation; project impact and resolution |  |
| Status Report, with performance analysis, updated forecasts | *Leadership Team;* Team Members, Sponsor, Decision-Makers [, Seller] | ***G*.** Identify current status and planned end date and cost; includes open issues, accomplishments, and a high level schedule | Weekly or in a cycle identified in the plan | Formal report or electronic report, with briefing for decision-makers who are listeners |  |
| Risk Realization Point or Risk Trigger occurs | *Leadership Team;* Sponsor, Decision-Makers, PMO [, Sellers] | ***D.*** Implement or identify Risk Responses to mitigate impact or recover | As Risks are Realized | Discussion, analysis, action, informal or formal report |  |
| Targeted Stakeholder Presentations or Newsletters | *Leadership Team, Sponsor;* Interested Parties | ***I.*** Inform about progress and organizational change impacts | Monthly, or as identified in Communication Plan | Electronic or paper newsletters, reports, or video/podcasts |  |
| Funding Requirements Status Update | *Leadership Team, Sponsor;* Decision-Makers [, Executives] | ***I.*** Improve Treasury cash flow management efficiency and assure ongoing funding | Monthly, or as identified in Communication Plan | Formal report or email with a trail |  |
| Countdown or Burndown Charts | *Leadership Team;* Sponsor, Interested Parties [, Executives] | ***I.*** Visually show progress in results, and/or time or cost used, to maintain excitement with those who prefer charts to numbers | Monthly, or as identified in Communication Plan | Graphic representation on Project Room walls, in presentations or electronic reports |  |
| Press Releases, Newspaper Interviews or Articles | *Sponsor, Decision-Makers;* Interested Parties, Team Members | ***I.*** For projects with public interested parties, to maintain popular support and interest | If needed, every 4-6 weeks (or the limits of public attention span) | Electronic or paper updates sent to appropriate media |  |

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**3.3 CLOSE-OUT COMMUNICATION PLAN**

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| **WHAT**  **(Content of  Communication. Deliverable Information)** | **WHO**  **(Audiences)** | **WHY**  **(Communication Purpose; then description)** | **WHEN**  **(Timing  or Periodicity)** | **HOW**  **(Methods of Communication)** |
| Quality Assurance Review or Acceptance Review | *Experts, Leadership Team;* Interested Parties, Team Members [, Decision-Makers] | ***I, D, G.***Verify completeness, acceptability and correctness of incremental results | At completion of Work Packages or key results within a phase | Formal report with approval or, open items and tracked closure |
| Work Package Close-out | *Leadership Team;* Team Members [, Seller] | ***E.***Accept incremental results and discuss process improvements | At completion of Work Packages or assignments | Discussion and informal documentation of results |
| Progress and Process Audit | *PMO, Auditors;* Leadership Team, Sponsor, Decision-Makers [, Executives] | ***E, G.***Assure that appropriate processes are being applied, and progress reporting is useful, accurate, and is being used | Before major Milestones or Stage-Gate reviews, or at most each 6-12 weeks, depending on initiative size | Discussion, evaluation of documentation, analysis; informal or Formal report, as needed |
| Milestone or Stage-Gate Review | *Sponsor, Decision-Makers;* Leadership Team, Team Members | ***D, G.***Approve results to date, and approval to proceed, revise or cancel | At Major Milestones or Stage-Gate approvals; no more than 2-3 months apart in most projects | Meeting with decision and a Formal report to document the outcome |
| Progress Report | *Leadership Team;* Executives, Interested Parties, Team Members | ***I****.* Promote the initiative, recognize accomplishments | Every 4-6 weeks | Electronic or paper publication of project accomplishments |
| Lessons Learned | *Leadership Team, Team Members;* Sponsor, Decision-Makers, Interested Parties | ***C, E.*** Capture and apply the most important Lessons Learned for later in this initiative, and for later initiatives | End of each phase, stage, and subset; summary at end of initiative | Solicitation, then discussion, of Lessons Learned; analysis and then informal reporting |
| Team Celebration | *Sponsor;* Team Members, Leadership Team, Interested Parties | ***I.*** Reward all stakeholders for phase and initiative results | End of each phase, stage, and sub-set; major celebration at final end | Best left undocumented, except to identify who approved it |
| Contract Closeout | *Buyer, Decision-Makers;* Seller, Interested Parties | ***E, G****.* Formally accept seller results and authorize payments | End of each contract | Legally-binding Formal report, subject to retention periods |
| Project Closure | *Sponsor, Decision-Makers;* Leadership Team, Team Members, Interested Parties | ***E, D, G****.* Formally end the initiative and accept its product(s) | End of each project in an initiative; end of program for those that do end (some have an ongoing portion) | Meeting with discussion and agreement that the effort has or has not delivered to needs; Formal report produced |
| Post-Project Evaluation | *Decision-Makers, Sponsor;* Executives, Leadership Team, Interested Parties | ***E, D, G****.* Evaluate process and products, assuring intended benefits are being captured; adjust if not | Within a predefined period after initiative end, usually at least one business cycle, and often at least 25% of the initiative’s duration after | Meet to evaluate process and results, identifying any adjustments needed to achieve benefits; Formal report produced |
| Benefit Realization | *Sponsor, Executives;* Interested Parties, Leadership Team, Team Members | ***C, E, G****.* Evaluate results to assure promised benefits realized | Predefined period after initiative end, usually at least one business cycle | Formal report evaluating the extent to which promised benefits met or exceeded |
| Bonuses & Rewards; e.g.: Cash Incentives | *Decision-Makers, Sponsor;* Executives, Leadership Team, Team Members, Interested Parties | ***D****.* Reward all who contributed to success, to encourage future successes | When promised initiative benefits have been realized | None, except for financial impact for future project budgets |

1. **Project Stakeholders/Team Directory**

The following table presents contact information for all persons identified in this communications management plan. The email addresses and phone numbers in this table will be used to communicate with these people.

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| **Role** | **Name** | **Title** | **Organization/ Department** | **Email** | **Phone** |
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