

Unit 14 –Project Communication

Unit 14 : Learning Outcomes

- 14.1 Project Communication Management
- 14.2 Communications planning
- 14.3 Information distribution
- 14.4 Performance reporting
- 14.5 Administrative closure
- 14.6 Templates for Project Communications
- 14.7 Developing a Communications Infrastructure
- 14.8 Presenting convincing arguments

Project Communications Management Processes

- *Communications planning*: determining the information and communications needs of the stakeholders – Output : communications management plan
- *Information distribution*: making needed information available in a timely manner
- *Performance reporting*: collecting and disseminating performance information
- *Administrative closure*: generating, gathering, and disseminating information to formalize phase or project completion

Communications Management Plan Contents

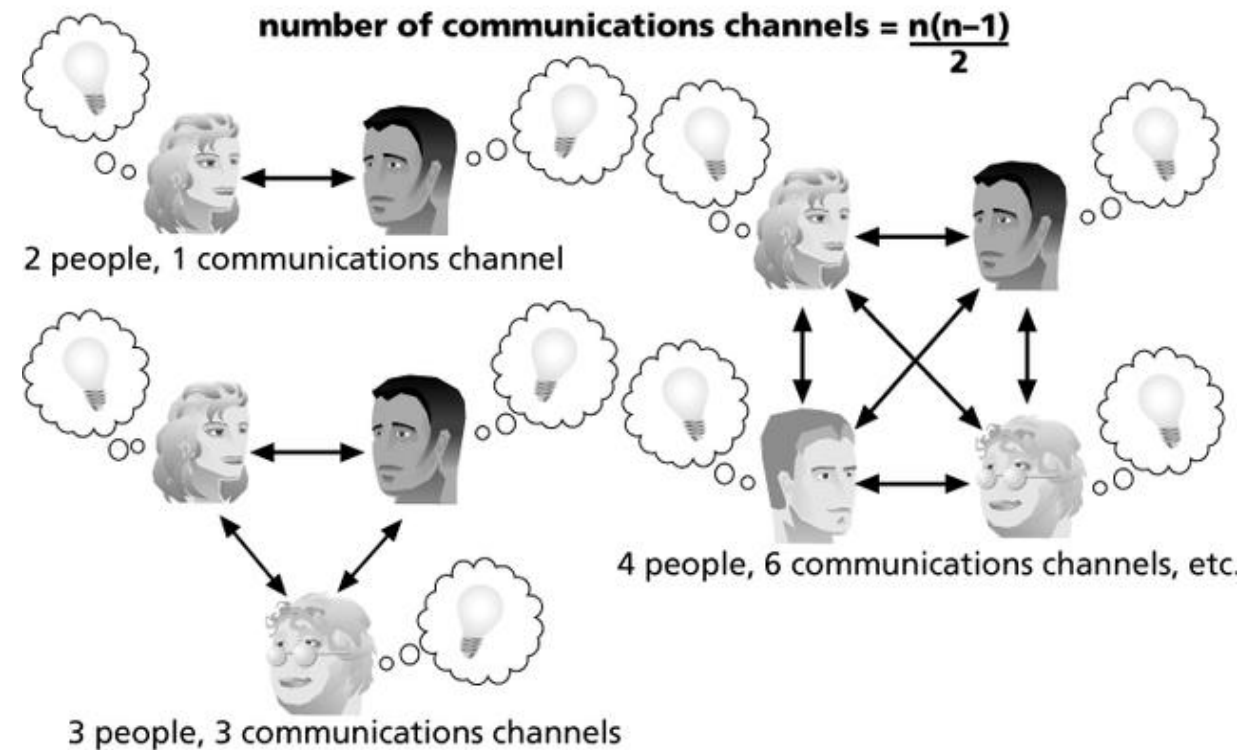
- Description of a collection and filing structure for gathering and storing various types of information
- A distribution structure describing what information goes to whom, when, and how
- A format for communicating key project information
- A project schedule for producing the information
- Access methods for obtaining the information
- A method for updating the communications management plans as the project progresses and develops
- A stakeholder communications analysis

Sample Stakeholder Communications Analysis

STAKEHOLDERS	DOCUMENT NAME	DOCUMENT FORMAT	CONTACT PERSON	DUE
Customer Management	Monthly status report	Hard copy	Tina Erndt, Tony Silva	First of month
Customer Business Staff	Monthly status report	Hard copy	Julie Grant, Jeff Martin	First of month
Customer Technical Staff	Monthly status report	E-mail	Evan Dodge, Nancy Michaels	First of month
Internal Management	Monthly status report	Hard copy	Bob Thomson	First of month
Internal Business and Technical Staff	Monthly status report	Intranet	Angie Liu	First of month
Training Subcontractor	Training plan	Hard copy	Jonathan Kraus	11/1/2004
Software Subcontractor	Software implementation plan	E-mail	Barbara Gates	6/1/2004

Information Distribution

- Getting the *right information* to the *right people* at the *right time* and in a *useful format* is just as important as developing the information in the first place
- Important considerations include
 - using technology to enhance information distribution
 - formal and informal methods for distributing information



Performance Reporting

- Performance reporting keeps stakeholders informed about how resources are being used to achieve project objectives
 - Status reports describe where the project stands at a specific point in time
 - Progress reports describe what the project team has accomplished during a certain period of time
 - Project forecasting predicts future project status and progress based on past information and trends
 - Status review meetings often include performance reporting

Administrative Closure

- A project or phase of a project requires closure
- Administrative closure produces
 - project archives
 - formal acceptance
 - lessons learned

Templates for Project Communications

■ Sample Template for a Monthly Progress Report

I. Accomplishments for Month of January (or appropriate month):

- Describe most important accomplishments. Relate to project's Gantt chart.
- Describe other important accomplishments, one bullet for each. If any issues were resolved from the previous month, list them as accomplishments.

II. Plans for February (or following month):

- Describe most important items to be accomplished in the next month. Again, relate to the project's Gantt chart.
- Describe other important items to accomplish, one bullet for each.

III. Issues: Briefly list important issues that surfaced or are still important. Managers hate surprises and want to help the project succeed, so be sure to list issues.

IV. Project Changes (Date and Description): List any approved or requested changes to the project. Include the date of the change and a brief description.

Sample Template for Project Description

Project X Description

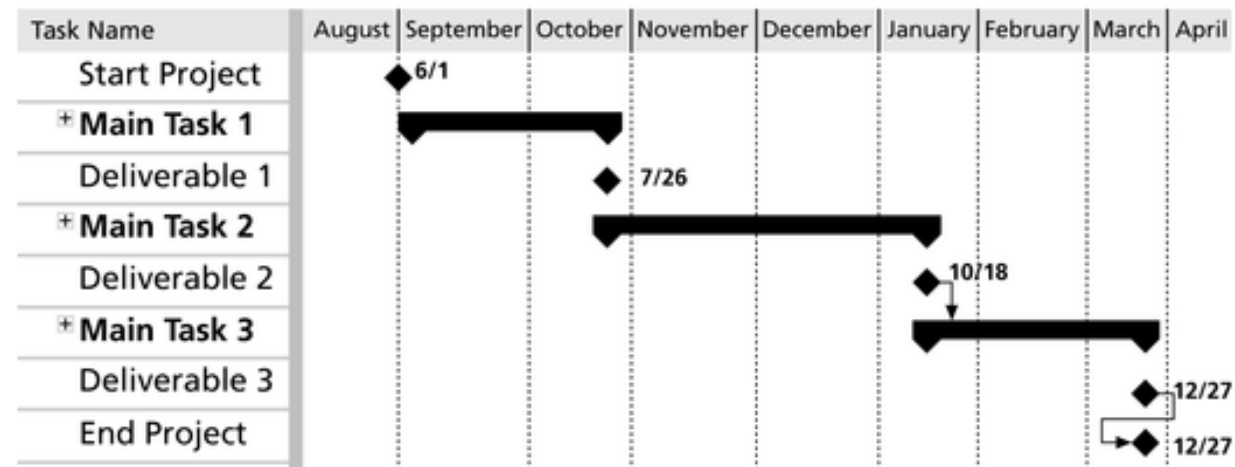
Objective: Describe the objective of the project in one or two sentences. Focus on the business benefits of doing the project.

Scope: Briefly describe the scope of the project. What business functions are involved, and what are the main products the project will produce?

Assumptions: Summarize the most critical assumptions for the project.

Cost: Provide the total estimated cost of the project. If desired, list the total cost each year.

Schedule: Provide summary information from the project's Gantt chart, as shown. Focus on summary tasks and milestones.



Sample Template for a Letter of Agreement for a Class Project

- I. **Project Description:** Describe the project's objective, scope, assumptions, cost information, and schedule information, as shown in Figure 9-2. Be sure to include important dates that the project's sponsor needs to be aware of.
- II. **Organizational Goals and Expectations:** Have the main sponsor from the organization briefly state his or her goals and expectations for the project.
- III. **Student Goals and Expectations:** Students on the project team should briefly state their goals and expectations for the project.
- IV. **Meeting Information:** The project's sponsor and all students on the project team should agree to meet for at least one hour per week when all parties can work on this project. The meeting place should be a convenient location without distractions. Virtual meetings may be an option for some people and projects.
- V. **Contact Information and Communications Plan:** List the sponsor's and students' names, phone numbers, e-mail addresses, and important procedures for communications. It is a good idea to set up a Web site for all project information.
- VI. **Signatures:** Have the main sponsor and students on the project team sign the letter of agreement. Designate which student is the project manager. This student should be the main contact for all project information.

Outline : Final Project Report - Documentation Items

- | | |
|--------------|---|
| I. | Project description |
| II. | Project proposal and backup data (request for proposal, statement of work, proposal correspondence, and so on) |
| III. | Original and revised contract information and client acceptance documents |
| IV. | Original and revised project plans and schedules (WBS, Gantt charts and network diagrams, cost estimates, communications management plan, etc.) |
| V. | Design documents |
| VI. | Final project report |
| VII. | Deliverables, as appropriate |
| VIII. | Audit reports |
| IX. | Lessons learned reports |
| X. | Copies of all status reports, meeting minutes, change notices, and other written and electronic communications |

Developing a Communications Infrastructure

- A communications infrastructure is a set of tools, techniques, and principles that provide a foundation for the effective transfer of information
 - Tools include e-mail, project management software, groupware, telephones, videoconferencing systems, document management systems, and word processors
 - Techniques include reporting guidelines and templates, meeting ground rules and procedures, decision-making processes, problem-solving approaches, and conflict resolution and negotiation techniques
 - Using Software to Assist in Project Communications - includes features for portfolio management, resource management, and collaboration

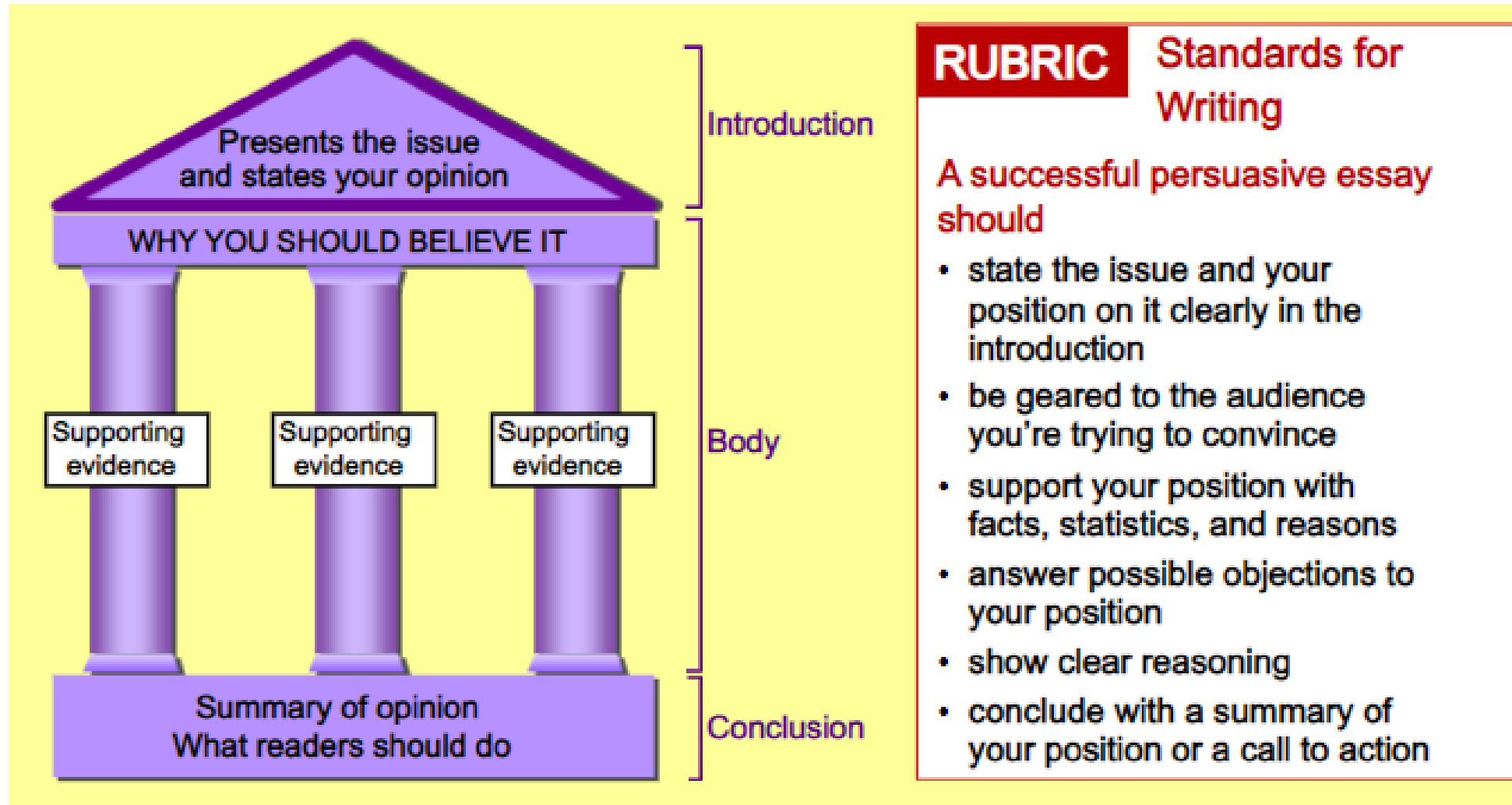
Presenting convincing arguments

One way to convince others that *you* are right is to write *a persuasive essay*.

For a *persuasive essay* you:

- n present your opinion
- n defend your opinion with supporting evidence

Persuasive Essay at a Glance



End of presentation

Thank You!

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