

Project Communications Management

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Project Communications Management

Project Management - Year 4

If you have to choose to believe the paperwork, you have already chosen wrongly.

Project Communications Management

- Project Communications Management involves the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information.
- The processes provide the critical links among people and information that are necessary for successful communications.

Plan Communications

Part of the Planning Process Group

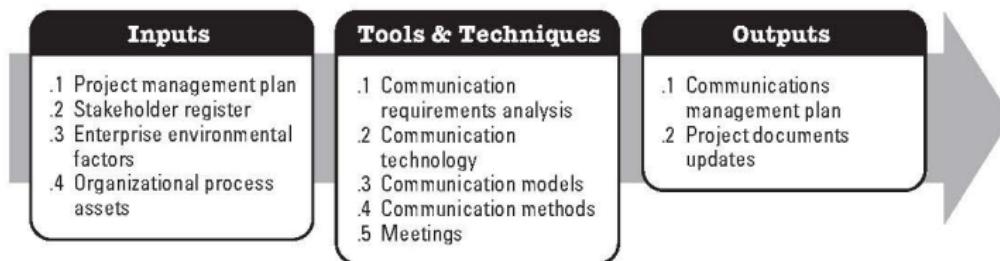


Figure 10-2. Plan Communications Management: Inputs, Tools & Techniques, and Outputs

Plan Communications

Inputs

Communications Technology: - Technology Factors:

- Urgency of the need of information
- Availability of Technology: Broadband / HSDPA for site office
- Expected Project Staffing:
 - Site office with 2 persons v. 8 persons
 - PABX, LAN, WAN, etc
 - Do people know how to use the communication systems or will they have to be trained?
- Length of Project
 - 8 persons in office for 2 weeks v. 8 persons for 18 months
 - Will technology change over the course of the project?
- Project Environment: Face to Face or Virtual Environment?

Plan Communications

Inputs

Communication Methods

- Interactive Communications
 - Web 2.0 Applications, Meetings, Skype, etc.
- Push Communications
 - Letters, Memo, Reports, etc.
 - No Guarantee that recipient has received or understood the message.
 - Always ask for 'read receipt' or 'acknowledgment'
- Pull Communications
 - Information repositories, such as Moodle, shared drives, etc.
 - User selects the information relevant to them.
 - Requires considerable levels of control.
 - Communication Models

Plan Communications

Tools and Techniques

Communication Requirements Analysis

Requirements are defined by combining the type and format of information needed with an analysis of the value of that information, for instance technical information;

- Format: drawing, specification, or both?
- Value: Drawing of Air Handler is vital for installation; performance specification is vital for purchase

Project Resources should only be used on communications that contribute to project success or where lack of communications lead to project failure

Plan Communications

Tools and Techniques

Communication Requirements Analysis

Information required to determine project communications requirements typically include:

- Organisation Charts
- Project Organisation and Stakeholder Responsibility Relationships
- Disciplines, Departments, and specialties involved in the project
- Logistics of how many people will be involved in the project, and their location
- Internal Information needs
- External information needs
- Stakeholder Information

Plan Communications

Outputs

Communications Management Plan

- Stakeholder Communication Requirements
- Information to be communicated: Format, Content, level of detail
- Person Responsible for communicating information
- Person or Groups who will receive the information
- Methods or Technologies used: Paper, email, etc.
- Frequency of the communications: weekly; monthly
- Escalation requirements
- Method of updating and refining the communications plan as the project progresses
- Glossary
 - ‘CPM’ - ‘Critical Path Method’ or ‘Construction Project Manager’?
 - ‘CPI’ - ‘Consumer Price Index’ or ‘Cost Performance Index’?

Plan Communications

Outputs

Communications Management Plan

includes details of:

- Site Meeting (PM team)
- Progress Meetings (Client Meeting)
- Drawing Specifications (AutoCAD layers, etc.)
- Software to be used
 - MS Excel, Word, Powerpoint, AutoCAD 2014, MapInfo, etc.
 - Backwards Compatibility may be an issue

Distribute Information

Part of the Executing Process Group

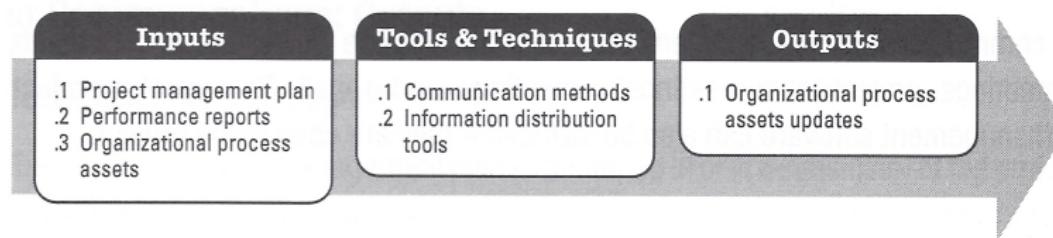


Figure 10-9. Distribute Information: Inputs, Tools & Techniques, and Outputs

Distribute Information

- Information Distribution involves making information available to project stakeholders in a timely manner.
- It includes implementing the communication management plan and responding to unexpected requests for information.

Elements of Communications Theory

Sender Receiver Models

- Feedback Loops and barriers to communication

Media Choice

- Verbal, Conversation; Presentation; etc.

Written

- Memo (email); Report; Drawings; etc

A model of communications

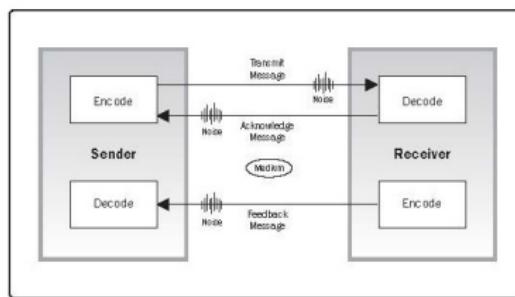


Figure 10-4. Basic Communication Model

- Encode - translation of thoughts or ideas onto language the is understood by others.
- Message - the output of encoding.
- Medium - method used to convey the message.
- Noise - anything that interferes with the transmission and understanding of the message.
- Decode - translation of the message back into meaningful thoughts or ideas.

Active v. Passive Voice

Examples

- *The project management plan **is intended** to facilitate key stakeholder involvement in the project (passive).*
- *With our project management plan, **we intend** to obtain key stakeholder involvement. (active).*
- *Reports **are written** in the third person impersonal (passive).*
- ***Write reports*** in third person impersonal (active).
- This can run into conflict with 3rd person convention used in scientific and engineering communications.

Active v. Passive Voice

Characteristics of Passive Voice

- You can't assign responsibility.
- '*Reports are written*' - this is an instruction from whom?
- Readers have to perform extra work to understand the sentence.
- Sentences tend to be longer.

Can usually be identified by:

Word	Example
is	is dismissed
are	are completed
was	was vacated
were	were reversed
been	been filed
being	being confirmed
be	be approved
am	am honoured

Distribute Information

Inputs

Project Management Plan
Performance Reports
Organisational Process Assets

- Refer to Book

Distribute Information

Tools and Techniques

Communication Methods

Information Distribution Tools

Note the importance of:

- General communications skills
- Ensuring the right person gets the right information
- Ensuring that the receiver correctly interprets the information, i.e. FEEDBACK
- Lessons Learned Processes
 - To capture communications (and project) methods that were successful or failed; and the reasons why.
 - Not easy to achieve in the construction sector. Most PM team members in construction are involved in a number of projects, they may not always have the time to engage in a 'project post-mortem'.

Distribute Information

Tools and Techniques

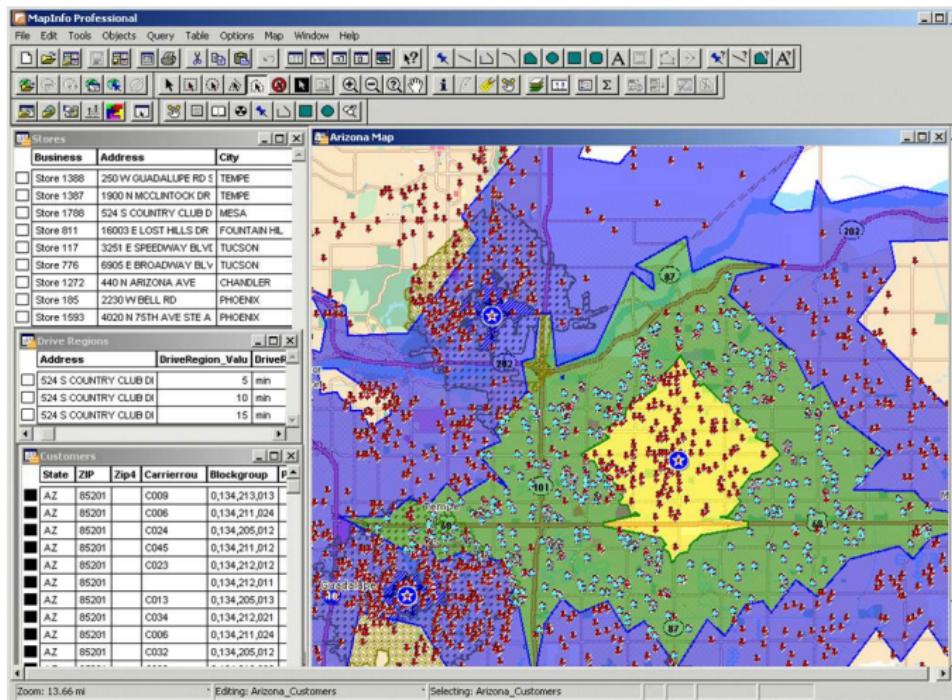
Communication Methods

- Meetings, Document Distribution, Shared Access Databases, etc.
- Email, Fax, Voice, Video Conferencing, Web Conferencing, Skype, Google Hangouts

MS Project Enterprise Edition et. al. Information Distribution Tools

- Tools to control the methods above.
- Note the importance of tracking who has received and needs to receive information.
- Speed and ease of use are vital to successful distribution systems.

MapInfo Professional



Distribute Information

Outputs

Organisational Process Assets Updates

- Stakeholder Notifications
- Project Reports
- Project Presentations
- Project Records
- Feedback from Stakeholders
- Lessons Learned Documentation

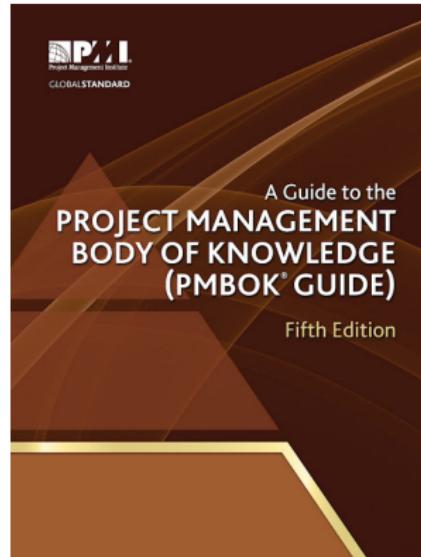
Requested Changes (PMBOK 3rd Edition)

- Changes to the Information Distribution Process, which should be run through the Integrated Change Control Process

Next Lecture

Reading:

'A Guide to the Project Management Body of Knowledge'
Chapter 10



Manage Stakeholder Expectations

Part of the Monitoring & Controlling Process Group

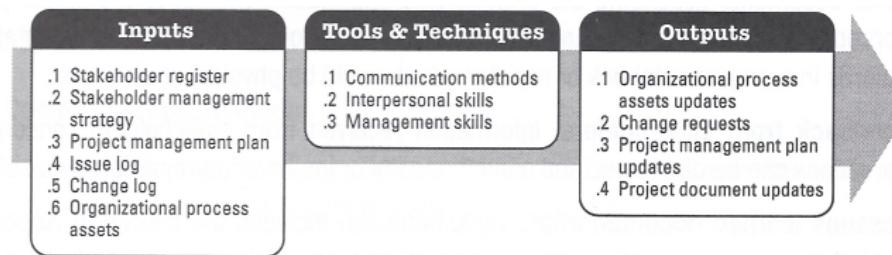


Figure 10-11. Manage Stakeholder Expectations: Inputs, Tools & Techniques, and Outputs

Manage Stakeholders

- Managing Stakeholders refers to Managing Communications to satisfy the needs of, and resolve issues with, project stakeholders.
- Actively Managing Stakeholders increases the likelihood that the project will not veer off track due to unresolved issues.
- It also enhances the ability of persons to operate synergistically.
 - The construction sector is notoriously adversarial. Why?

Manage Stakeholder Expectations

Inputs

Project Management Plan Communications Management Plan

- Stakeholders communications needs and expectations are documented in the Communications Management Plan

Organisational Process Assets

Issue Management Procedures

Change Control Procedures

Stakeholder Register

Stakeholder Management Strategy

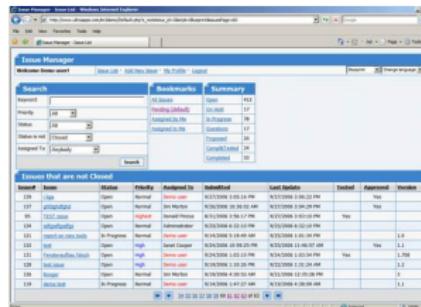
Change Log

Manage Stakeholder Expectations

Inputs

Issue Log

- Tool that can be used to document and monitor the resolution of issues
- An issue is clarified and stated in a way that it can be resolved. An owner is assigned and a target date usually established for closure
- Unresolved Issues can become a major source of conflict



The screenshot shows a web browser displaying an 'Issue Manager' application. The interface includes a top navigation bar with links like 'File', 'Edit', 'View', 'Insert', 'Format', 'Tools', 'Help', and 'About'. Below the navigation is a search bar and a toolbar with icons for 'New', 'Open', 'Close', 'Print', 'Copy', 'Paste', 'Delete', 'Find', 'Find Next', and 'Find Previous'. The main area is titled 'Issues Manager' and contains three tabs: 'Search' (selected), 'Bookmarks', and 'Summary'. The 'Search' tab has dropdown menus for 'Status' (Open), 'Priority' (Low), 'Owner' (None), 'Assigned To' (None), and 'Assigned To' (Anybody). A 'Search' button is located at the bottom of this section. Below the tabs is a table titled 'Issues that are not Closed'. The table has columns: 'Issue ID', 'Issue', 'Status', 'Priority', 'Assigned To', 'Last Updated', 'Last Update', 'Locked', 'Approved', and 'Version'. There are 14 rows of data, each representing an issue with details such as its status (e.g., Open, In Progress, Pending Review, Done, Reopened), priority (e.g., Low, Normal, High), assignee (e.g., John Smith, Sarah Brown, David Cooper), and last update time (e.g., 9/23/2008 10:30:22 AM, 9/23/2008 11:49:07 AM).

Issue ID	Issue	Status	Priority	Assigned To	Last Updated	Last Update	Locked	Approved	Version
120	Test	Open	Normal	John Smith	9/23/2008 10:30:22 AM	9/23/2008 11:49:07 AM	No	Yes	1.0
121	problem1	Open	Normal	John Smith	9/23/2008 10:30:22 AM	9/23/2008 11:49:07 AM	No	Yes	1.0
122	issue1	Open	High	Sarah Brown	9/23/2008 11:17 PM	9/23/2008 11:30:29 PM	No	Yes	1.0
123	issue2	In Progress	Normal	David Cooper	9/23/2008 11:17 PM	9/23/2008 11:30:29 PM	No	Yes	1.0
124	issue3	In Progress	Normal	John Smith	9/23/2008 11:30:48 AM	9/23/2008 11:49:07 AM	No	Yes	1.0
125	test	Open	High	David Cooper	9/23/2008 11:30:48 AM	9/23/2008 11:49:07 AM	No	Yes	1.1
126	problem2	Open	Normal	John Smith	9/24/2008 1:05:22 AM	9/24/2008 1:10:45 AM	No	Yes	1.0
127	problem3	Open	Normal	John Smith	9/24/2008 1:05:22 AM	9/24/2008 1:10:45 AM	No	Yes	1.0
128	Reopen	Open	Normal	John Smith	9/23/2008 4:20:53 AM	9/23/2008 12:20:08 PM	No	No	1.0
129	done1	In Progress	Normal	John Smith	9/24/2008 1:47:27 AM	9/24/2008 1:50:49 AM	No	Yes	1.1

Manage Stakeholder Expectations

Techniques

Tools and

Communications Methods:

- Face to Face; Verbal
- Written; Reports etc.
- Mass Media; Billboards, Local and National Press, Radio, Web, etc.



Press Releases & News Announcements

23-07-09 New Motorway Opens on Dublin to Galway Route

06-07-09 N4 Leixlip to M50 Opens Today

22-05-09 Early opening for major section of M8 Dublin to Cork route

15-05-09 Navan Inner Relief Road (Phase 2B) Opens

[more press releases](#)

[click here for news announcements](#)

Manage Stakeholder Expectations Techniques

Tools and

Interpersonal Skills

- Building Trust
- Resolving Conflict
- Overcoming Resistance to change
- Active Listening

Management Skills

- Presentation Skills
- Negotiating
- Writing
- Public Speaking

Manage Stakeholder Expectations

Outputs

Organisational Process Assets Updates

- Lessons Learned Documentation etc.
- Causes of Issues / Reasons for corrective actions taken

Change Requests

Project Management Plan Updates

Project Document Updates

- Stakeholder Management Strategy
- Stakeholder Register
- Issue Log

Report Performance

Part of the Monitoring & Controlling Process Group

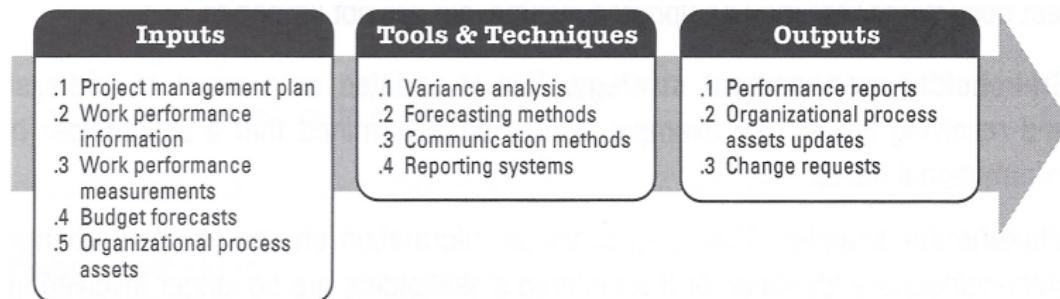


Figure 10-13. Report Performance: Inputs, Tools & Techniques, and Outputs

Report Performance

The Performance Reporting Process involves the collection of all baseline data, and distribution of performance information to stakeholders. Performance Information includes data in relation to:

- Scope
- Schedule
- Cost
- Quality
- Risk
- Procurement
- Etc.

Report Performance

Inputs

Project Management Plan

- Performance Measurement Baseline

Work Performance Information

- Completion Status of Deliverables

Work Performance Measurement

- SV; SPI; CPI; etc.

Budget Forecasts

- EAC; ETC; Trend Analysis

PMBOK 3rd Edition also included:

- Quality Control Measures: Actual Quality Measurements
- WWTP Commissioning; BOD₅, Suspended Solids, Nitrogen, Phosphorous
- Large Buildings: AHU performance; volumetric flow rates
- Approved Change Requests: Approved Changes to Project Scope

Report Performance

Tools & Techniques

Variance Analysis Forecasting Methods

- Time Series Methods: Historical Data used to predict future outcomes
- Causal/Econometric Methods: Cause and Effect used to predict future outcomes. It relies on determining the variables which will have the greatest effect on the outcome.

Judgmental Methods

- Intuitive Judgment, opinions and probabilities

Others

- Simulation, etc.

Report Performance

Tools & Techniques

Communications Methods

- Status Review Meetings

Reporting Systems

- Systems have to be designed and implemented to support the performance reporting.

Report Performance

Outputs

Performance Reports

- Summary and Presentation of the information gathered, and results of any analysis against baseline information, may include S-curves, EVM, etc.
- Current Status of Risks and Issues
- Work to be completed during the next reporting period
- Summary of changes approved in the reporting period
- Recommended Corrective Actions: actions required to bring the project back on schedule etc.
- Forecasts: Completion Forecasts based on performance information (EAC and ETC)

Change Requests

- Performance analysis often generates change requests...
- These should be run through the Integrated Change Control Process

Report Performance

WBS Element	Values			Variance		Performance Index	
	Planned Value (PV)	Earned Value (EV)	Actual Cost (AC)	Schedule EV - PV	Cost EV - AC	Schedule EV ÷ PV	Cost EV ÷ AC
1.0 Pre-Pilot Plan	63,000	58,000	62,500	(5,000)	(4,500)	0.92	0.93
2.0 Checklists	64,000	48,000	46,800	(16,000)	1,200	0.75	1.03
3.0 Curriculum	23,000	20,000	23,500	(3,000)	(3,500)	0.87	0.85
4.0 Mid-Term Evaluation	68,000	68,000	72,500	-	(4,500)	1.00	0.94
5.0 Implementation Support	12,000	10,000	10,000	(2,000)	-	0.83	1.00
6.0 Practice Manual	7,000	6,200	6,000	(800)	-200	0.89	1.03
7.0 Roll-Out Plan	20,000	13,500	18,100	(6,500)	(4,600)	0.68	0.75
Totals	257,000	223,700	239,400	(33,300)	(15,700)	0.87	0.93

Figure 10-15. Tabular Performance Report Sample

Next Lecture

Reading:

'A Guide to the Project Management Body of Knowledge'
Chapter 4

