

# 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

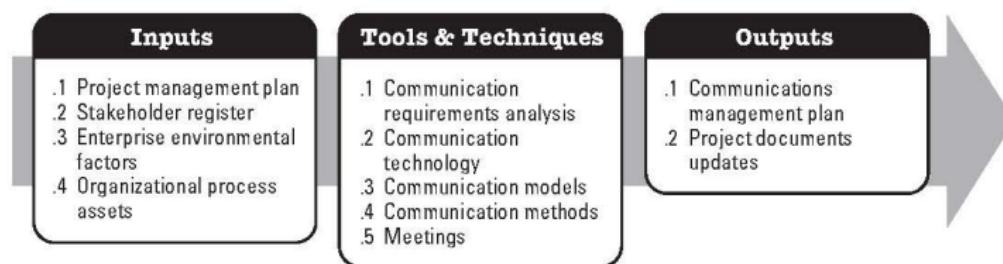


Figure 10-2. Plan Communications Management: Inputs, Tools & Techniques, and Outputs

# 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

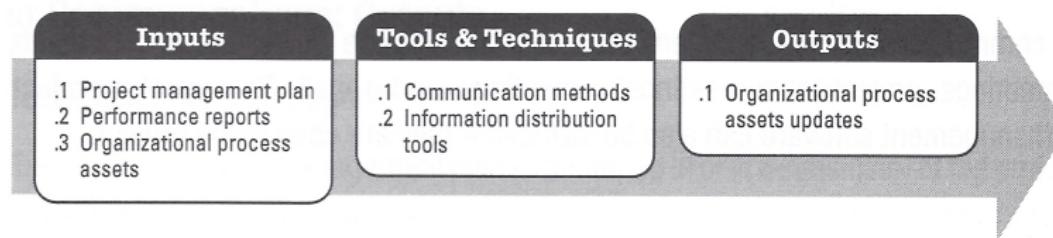


Figure 10-9. Distribute Information: Inputs, Tools & Techniques, and Outputs

## 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

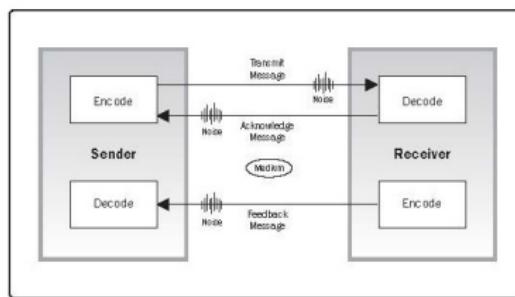


Figure 10-4. Basic Communication Model

- 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

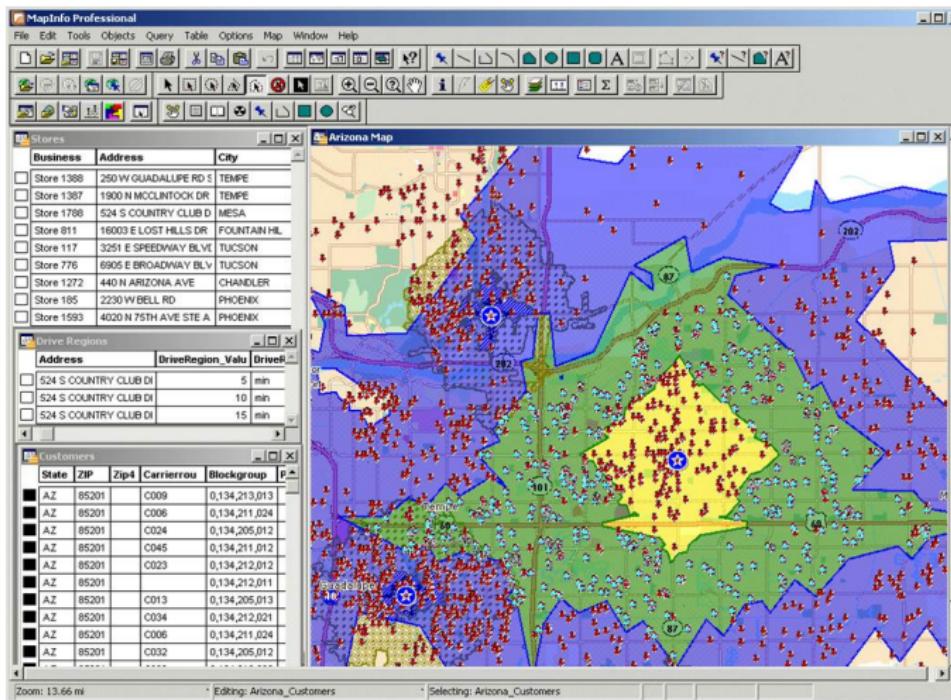
## Communication Methods

- 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

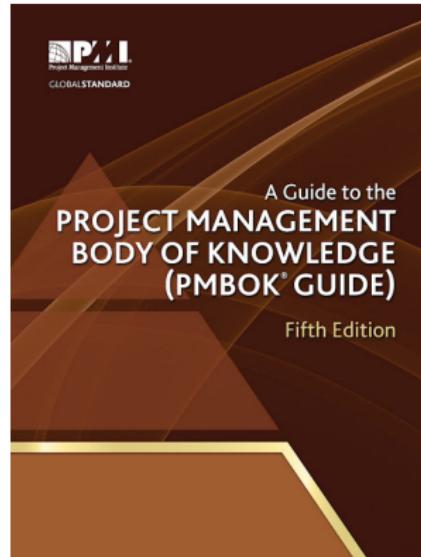
### Requested Changes (PMBOK 3rd Edition)

- 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

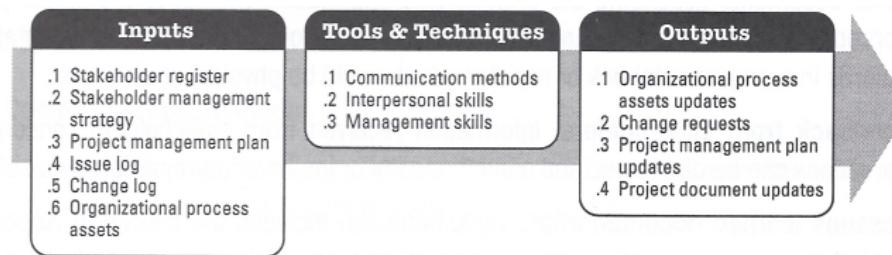


Figure 10-11. Manage Stakeholder Expectations: Inputs, Tools & Techniques, and Outputs

# 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**

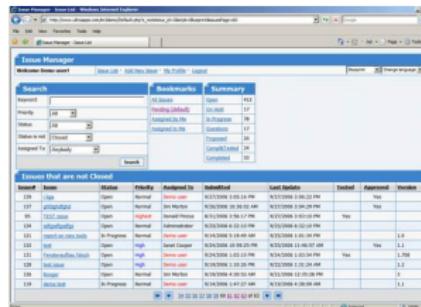
**Change Log**

# 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 'Home', 'Logout', 'Help', 'About', 'Contact', and 'Feedback'. Below this is a search bar and a 'Summary' section with filters for 'Priority' (High), 'Status' (Open), and 'Assigned To' (None). A summary table shows counts for each category: Pending (142), Open (100), Closed (17), Completed (76), In Progress (26), Escalated (2), Deferred (24), and Unresolved (10). The main area displays a table titled 'Issues that are not Closed' with columns: Issue ID, Issue, Status, Priority, Assigned To, Submitted, Last Update, Worked, Approved, and Version. The table lists 14 rows of issues, each with a detailed description and tracking information.

Issue ID	Issue	Status	Priority	Assigned To	Submitted	Last Update	Worked	Approved	Version
111	Test Case 1	Open	Normal	John Smith	2023/08/25 10:00:00 AM	2023/08/25 10:00:22 PM	Yes		
117	Feature A	Open	Normal	John Smith	2023/08/25 10:00:02 AM	2023/08/25 10:00:23 PM	Yes		
122	Issue B	Open	High	David Garcia	2023/08/25 10:00:17 AM	2023/08/25 10:00:28 PM	Yes		
123	Task C	In Progress	Normal	John Smith	2023/08/25 10:00:20 AM	2023/08/25 10:00:28 PM	Yes		
124	Requirement D	In Progress	Normal	John Smith	2023/08/25 10:00:45 AM	2023/08/25 10:01:00 PM	Yes		
125	Bug E	Open	High	David Garcia	2023/08/25 10:00:57 AM	2023/08/25 11:00:07 AM	Yes	1.1	
126	User Story F	Open	High	John Smith	2023/08/25 10:01:00 AM	2023/08/25 11:00:10 AM	Yes	1.1	
127	Feature G	Open	Normal	John Smith	2023/08/25 10:01:02 AM	2023/08/25 11:00:12 AM	Yes	1.2	
128	Bug H	Open	Normal	John Smith	2023/08/25 10:01:50 AM	2023/08/25 12:00:08 PM	Yes	2	
129	Feature I	In Progress	Normal	John Smith	2023/08/25 10:02:00 AM	2023/08/25 12:00:45 PM	Yes	1.1	
130	Task J	In Progress	Normal	John Smith	2023/08/25 10:02:02 AM	2023/08/25 12:00:47 AM	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

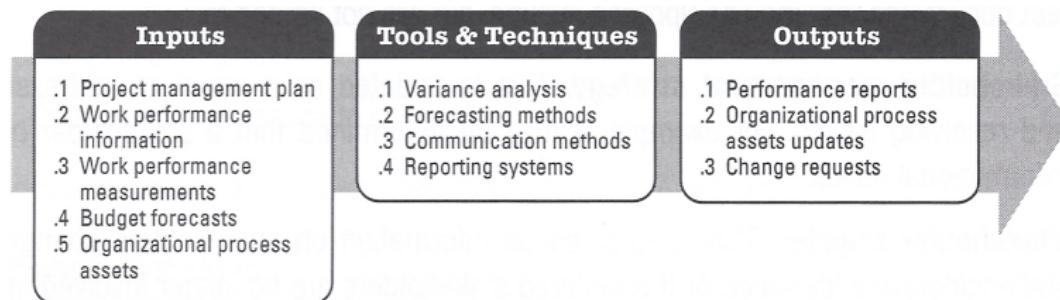


Figure 10-13. Report Performance: Inputs, Tools & Techniques, and Outputs

## 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; BOD<sub>5</sub>, 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

