



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

Everyone's Smart University

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Project Communication Management Plan

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1 Introduction

1.1 Purpose

The purpose of the Project Communication Management Plan for me as a Project Manager leading the implementation of a Mega Construction Project for a major local entity is to set a framework that facilitates the exchange of information between team members and the parties involved in the Project with suitable methods and frequency and to provide guidance on the identification and optimization of Interfaces in all phases of the project process. This plan ensures that issues with potential impact on the Project performance are appropriately managed.

Project managers spend most of their time communicating with team members and other project stakeholders, both internal (at all organizational levels) and external to the organization. Communication is the exchange of information, intended or involuntary. The information exchanged can be in the form of ideas, instructions, or emotions. Information can be sent or received, either through communication activities, such as meetings and presentations, or artifacts, such as emails, social media, project reports, or project documentation.

The Plan has the purpose to promote intensive collaboration and communication since the initial stages between the Client and the Contractor. It is, therefore, of primary importance to define a clear and mutual Communication Protocol to facilitate and improve sharing of knowledge, clarify queries, review the construction methodologies and the final Project deliverables.

1.2 Scope

The scope of this plan is to identify, in first place, the roles and responsibilities of the Management Team regarding the exchange of information with the Client. The methods for information exchange are further described as "formal" or "informal" according to the exact means used to convey the information and the Contractual requirements. Information exchange is also explained as a result and a requirement in the management of interfaces.

1.3 Responsibilities

1.3.1 Project Manager

The Project Manager is responsible for:

- Ensuring that Communication-related tasks are performed as plan and with available resources.

- Managing all Contractual communication with Client.
- Review and approve changes in this Project Communication Management Plan.
- Review and approve all formal documentation before submission.

1.3.2 Project Controls Manager

The Project Controls Manager is responsible for:

- Preparing, reviewing and approving Project documentation.
- Ensuring correct naming and numbering of documents.
- Distributing external documentation.

1.3.3 Project Interface Manager

The Project Interface Manager is responsible for:

- Providing assistance in the identification, monitoring and control of package-specific interfaces.
- Organizing and attending the interface meetings.
- Updating the interface register with feedback from interface meetings within their respective scope.
- Prepare interface close out sheets.

1.3.4 Individual Responsibilities

Every personnel involved in the project is responsible for:

- Ensuring clear understanding of Works to be executed.
- Participating in meetings, toolbox talks and inductions.
- Ensuring that the information is received by the recipient.
- Encoding the information in a way that the recipient can decode it without misunderstanding

2 Literature Review

2.1 The Importance of Communication

Communication can easily gum up the works of a project team if it is the wrong type, poorly presented, or insensitively delivered. The world is awash in information. There is more data out there than anyone can possibly retrieve, distill and productively use. The challenge, in a project team at least, is to communicate this information effectively and with intention.¹

Lack of effective communication dramatically increases the risk projects face and the likelihood that they will fall short. Ineffective communication is to blame for more than half of projects that

fail to meet business goals, according to the Pulse communication report. Of the US\$135 million at risk on every US\$1 billion spent on projects, US\$75 million—more than half—is on the line because of poor communication.²

“A good communication process helps you to be predictive,” says DuPont Pioneer's Mr. Brown. “That's important, because if you are always reactive it's too late. The project is already off the tracks.”

2.2 Determine the Method and Channels of Communication

There are three main channels of communication by which a sender sends the message and the receiver receives and decodes the message. Each channel is cumulative: the narrowest band is text/words only. This expands considerably when the voice is added: intonations, speed, and accent give a clearer picture to the message. Communication reaches its full potential only when text and voice are combined with face-to-face where body language including facial gestures completes the information package for both the sender and the receiver.³ (See Figure 1)

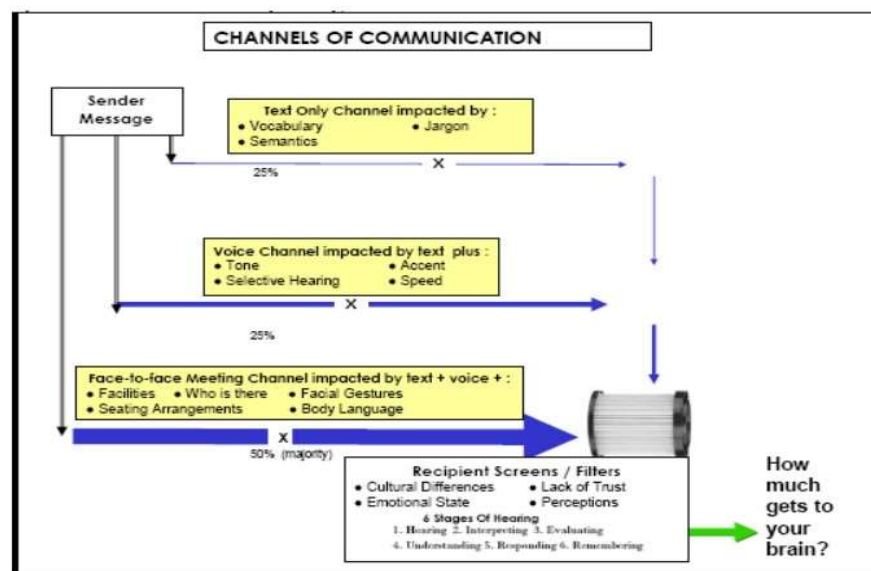


Figure 1 – Channels of Communication

On more complex projects, as a project manager I don't want to be the only one communicating with stakeholders. I want to enable for other project team members to be involved in stakeholder communications based on their expertise on components of the project. This doesn't mean as a project manager we relinquish control of communications, rather we still manage the overall communications but enable for others to be involved.

3 Methodology

A meeting was held with the project team members to define the frameworks for the method of communication and the types of meetings, both formal and informal and what the required

information is and how to exchange such information. In addition to, the Identification of stakeholders. The above meeting result mentioned is as follows:

3.1 Formal Meetings

During the Project, a series of formal meetings by will be organized to maintain constant communication with the Client and share the information with the Client. We believe that a regular communication with the Client and the Parties involved reducing the risks and the uncertainties of the Project.

The agenda shall be distributed to the participating parties before the meeting to inform about discussion topics, objectives, presenters, talking time, etc. Each meeting shall be chaired by the highest hierarchical position among the participating parties, unless requested otherwise.

The meetings will be organized throughout the project period, are the following:

- **Kick-off meeting** – first meeting between Contractor and Client regarding the complete Project, or between Contractor and a Subcontractor/Supplier regarding a particular scope of Works.
- **Progress weekly meetings** – regular multidisciplinary meetings to discuss, review and inform the contractual parties on the development and evolution of Works.
- **Coordination meetings** – (fortnightly) meetings/workshops between the parties involved (KeyParticipants) to discuss and review on the development and evolution of Works
- **Risks and Opportunities (ORM) review meetings** – (fortnightly) meetings to review the risk assessment and subsequent meetings at the end of each project phase
- **Interface meetings** – regular meetings to coordinated and optimize the interfacing scopes of work or process with all interfacing parties
- **QHSE and Operational meetings** – regular meeting to discuss the Operational and the QHSE performance and statistics in the Project and related records.
- **Stakeholders meetings** – meetings also with local authorities, public offices, to develop the permits required for the project, the time and the related documentation to be implemented.
- **Close-out meeting** - final meeting to review of outstanding actions, discussion about the handover documentation and lessons learned.

3.2 Documents Control

Documentation will be produced to record the progress of the Project process, to note

the meeting's discussions and proof of compliance with Project requirements. Project documentation shall be formally filled and submitted; e-mail or other methods may be used whenever agreed with the Client. Follows a non-exhaustive list of formal document types:

- **Letters** - correspondence between Contractor, Client and any of the contractual parties that addresses singular issues.
- **Meeting minutes** - instant records of meetings that include the list of participants, the meeting date, the course of events and decisions, a list of actions with deadlines and the responsible people to take action, and any remarks from the meeting's chairman. These shall be shared with the participants within 3 days after the meeting.
- **Progress report** - overview of Project deliverables status showing the percentage of completions and the actions still to be taken. To be prepared by the Project Controls Manager and approved by the Project Manager before transmission.

3.3 Informal Communication

Informal Communications shall be considered as important as formal Communications since relevant ideas, opinions and concerns regarding the scope of Works are verbally and continuously shared between personnel. This type of Communications shall be professional and dedicated to the context of the Project, and may involve the following methods:

- **E-mails and phone calls.**
- **Verbal instructions** - including inductions, toolbox talks, quick chats, brainstorming workshops, clarification of doubts between colleagues, etc. However, record must be kept for attendance of inductions or toolbox talks.
- **Informal meetings** - Unplanned gatherings of short duration. These meetings serve to discuss and agree on less relevant aspects and shall not replace formal meetings.

3.4 Communication Process

The Project Communication Matrix (PCM) identify who are the interfacing parties, what is the required information and how to exchange such information. Distinct PCM shall be elaborated for formal meetings and formal exchange of documentation.

The PCM for formal meetings provides an overview on the following items:

- **Meeting name** - the name as agreed between parties.

- **Meeting means** - the means and/or situation in which the meeting will take place.
- **Frequency**- the dates or milestones agreed for the meetings.
- **Chairman** - the party or person who shall prepare and guide the meeting.
- **Attendants** - the parties or people who shall participate in the meeting.
- **Purpose** - the reason or requirement for conducting the meeting.

The PCM for formal exchange of documentation addresses the following items:

- **Document name** - the name as agreed between parties.
- **Exchange method** - the means and/or format used to submit the document.
- **Frequency**- the deadline or milestone agreed for submission.
- **Issuer** - the party or person who shall prepare and submit the document.
- **Receiver** - the parties or people who shall receive the document.
- **Purpose** - the reason or requirement for submission of the document.
- **Registration** - the person responsible for registering and following up the document.

3.5 Identification of Interfaces

The multidisciplinary characteristics of certain Interfaces require the collaboration of a multidisciplinary team for their proper identification. The client, the Project Director, the Project Interface Manager, and the Project Managers shall participate in the Interface meeting to brainstorm and agree on the various Interfaces and the responsibility of the involved parties along the Project life cycle.

An interface is generally considered the link between construction elements, phases, or stakeholders. In a mega project, several thousands of interfaces exist with complex relationships between stakeholders.⁴ Interfaces in the Project occur from the collaboration of two or more parties in a particular process or Work package.

The Interfaces are categorized as external or internal:

- **External Interfaces** - occur between Contractor, Client, and stakeholders or any entity, which is not covered by Contractor's responsibility.
- **Internal Interfaces** - occur between any subdivision units within the Contractor's organization.

External Interfaces	Internal Interfaces

• Major Local Entity (Client) • Master Plan Designer • Local Authorities • Other Stakeholders	• Design Management • Construction and Method engineering Management • Proposal and cost estimate Management • Contractor's Designer • External Support • Suppliers

4 Results & Discussion

We can create many tables for the communication management plan because of the methodology that we have adopted, such as Registering Stakeholders, Documents Controls, Project Communication Matrix, etc. Where it makes it easy for the project manager to monitor documents, meetings, and all things related to project communications. As a result, for example of the above methodology see the below table:

Project Communication Matrix:

Meeting name	Purpose	Meeting means	Frequency	Attendants	Chairman
Kickoff Meeting	Introduce project. Review objectives and goals.	In person / Face-to-face	Once	Project Team Project Client Stakeholders	Project Manager
Project Team Meetings	Review status of project	Face-to-face or Conference call	As needed	Project Team	Project Manager
Monthly Project Status Meetings	Update leadership on project status.	Face-to-face or Conference call	Monthly	Project Manager Stakeholders	Project Manager
Project Status Reports	Detailed report on project status including progress, costs, and problems.	Email	Weekly	Project Manager Stakeholders	Project Manager
QHSE and Operational meetings	Discuss the Operational and the QHSE performance and statistics in the Project and related records.	Face-to-face or Conference call	Monthly	Project Team Project Client	Project Manager

Risks and Opportunities (ORM) review meetings	Review the risk assessment and subsequent meetings at the end of each project phase	Face-to-face or Conference call	Fortnightly	Project Team Project Client Stakeholders	Project Manager

5 Conclusion

The more you have a good communication plan and focus on it, the greater your ability to succeed and control communication between team members in the project. Project success depends on planning and managing communication processes well and how you can manage them, publishing, preserving and archiving project information throughout the project life cycle.

Take time upfront before the project officially starts, to develop your communication plan and outline the ways, tools, channels and processes to be used for communications. Check from this information with project stakeholders to be sure it will meet their needs and Requirements. The more effectively you communicate with stakeholders in your project, the more participation and commitment they will be to the project enabling for increased project success.

6 References

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- ⁴ Wang, H., Gluhak, A., Meissner, S. and Tafazolli, R., 2013, October. Integration of BIM and live sensing information to monitor building energy performance. In Proceedings of the 30th CIB W78 International Conference (pp. 945-954).