Communications Management is the process that will be used to ensure consistent project information is distributed in a timely manner to the people who need it, in an appropriate format.

Project Delivery Plan
1. Risk Management
2. Roles & Responsibilities
3. Scope Management
4. Cost Management
5. Schedule Management
6. Change Management
7. Procurement Management
8. Communications Management
9. Quality Management
10. Transition to Construction Plan
Communications Management

This topic covers the following:

• Learning Objectives
• Why does the PDP include a Communications Plan?
• Example of a Communications Plan
• What is the Project Manager’s Role in communications management?
• How do you create a Communications Plan?
• Class Exercise
• Summary
Learning Objectives

Participants will:

• Recognize the value and purpose of a Communications Plan
• Complete a Communications Plan
Why Include a Communications Plan?

1. Can you think of a communication problem that you had on a project?

2. What are some of the important things to be communicated in the preconstruction phase of a project?
Why Include a Communications Plan?

Examples of communication problems

– Poor/no meeting minutes, or action items are not tracked
– You assume PM duties or “take a project off the shelf” and feel clueless about who’s involved on the project
– Someone fails to provide advance notice they won’t meet a deadline
Why Include a Communications Plan?

Important things to be communicated in the preconstruction phase of a project

– Significant changes to the schedule
– Change of personnel
– Design changes
  • Could impact the need for environmental reviews
  • Slope changes could affect walls, hydraulic design, landscaping/WQ, etc.
  • Overhead sign structure relocation; guardrail needs shifting
Why Include a Communications Plan?

• Experienced PMs list communication as the most important skill for Project Managers

• Communications management is about keeping everybody in the loop by defining:
  – The types of information you will deliver
  – Who will receive it
  – The format/method for communicating it
  – The timing of release and distribution
What percent of a good Project Manager’s time should be spent on communication?

Multiple Choice:

A) 10 - 20
B) 80 - 90
C) 50 - 60
D) None - PMs should use a Public Information Officer for all project communications
It’s important to make sure everybody gets the right message at the right time.

- How the customer explained it
- How the project leader understood it
- How the analyst designed it
- How the programmer wrote it
- What the beta testers received
- How the business consultant described it
- How the project was documented
- What operations installed
- How the customer was billed
- How it was supported
- What marketing advertised
- What the customer really needed
SECTION 8: COMMUNICATION MANAGEMENT

The Project Team will utilize ProjectWise for project files.

This project will utilize the Tier IV Public Information Services project special provision.

The following pre-award activities will be conducted:
  - One month prior to advertisement, residents and businesses within a 2-mile radius will be mailed a newsletter outlining the project and anticipated traffic impacts during construction.
  - Several large recreational and public access properties are within a 1-mile radius of the project; these business owners and public property representatives will be contacted individually, near the time of FOR, to discuss hours of operations and anticipated traffic impacts.
  - Project budget and schedule will include allowances for these pre-award, informational activities.

The PM will develop and maintain the following communications tools for this project:

- Communication Matrix
- Communication Log
- Sample Communication Log
- Consolidated Communications Matrix
What is the PM’s Role in Communications Management?

- Manage the DSR Meeting and organize the team
- Develop a Communications Management Plan
- Manage communications; conduct meetings and interactions; communicate project status and information

**Diagram:**
- Initiate: DSR Meeting (Organize the Team for Success)
- Scoping (Plan the Work)
- Execute: FIR/FOR/AD (Work the Plan)
- Transition to Construction: Award (End the Work)
- Monitor & Control (Control the Work)

Control communications
What Does a Communications Plan Do?

The Communications Plan:

• Identifies who needs what information, when they need the information, and how that information will be provided

• Helps set the tone (project message) for all communications concerning the project

• Sets expectations, frequency, and documentation for regular communications
  – Project team meetings
  – Agendas
  – Meeting minutes
  – Communication log
How do you create a Procurement Management Plan?

Communications Plan Outline:
1. Narrative including PI Tier Determination
2. Communications Matrix
3. Communications Log
1. Narrative

- Identify document control software
- Identify appropriate Public Information Services Tier (I, II, III, or IV) to be used for the project. Consult with your Region Communications Manager.
1. Narrative (cont) -

- Address public interactions required during the preconstruction phase. Be sure to plan adequate schedule and budget for these activities, including:
  - Public communications and notifications
  - Public meetings
  - Outreach events
Communications Plan: Communications Matrix

2. The Communications Matrix addresses:
   • Who will receive the information
   • What project information will be shared
     – Meeting minutes with details of open action items and decisions
     – Project status reports
   • How information will be provided
   • When information will be provided
   • With what frequency
   • Who is responsible for distribution
2. Communications (cont.) - Matrix documents stakeholders, their roles and interests, and strategies for informing and interacting with them

- The level of interest in the project will influence the number and type of external communications that are needed

- Be sure to consider interests from:
  - Local, state, tribal, and federal agencies
  - Stakeholders and the general public
  - Other potentially interested parties such as commuters, pedestrians, special interest groups, local businesses, local media, bicycle clubs, etc.
Communications Plan: Communications Matrix

<table>
<thead>
<tr>
<th>Who will receive the info; (management, team members, agencies, stakeholders, businesses, the public, etc.)</th>
<th>Internal or External?</th>
<th>What event or information will be provided?</th>
<th>When will the information be provided?</th>
<th>With what frequency?</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident Engineer</td>
<td>Internal</td>
<td>Project Status Report</td>
<td>Status Report NLT 20th of each month; verbal update</td>
<td>Monthly</td>
<td>Project Manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td>verbal update</td>
<td>verbal update on Monday mornings</td>
<td>Weekly</td>
<td>Project Manager</td>
</tr>
</tbody>
</table>
You are the PM on a high profile project. Late one evening, the Program Engineer drops by to chat and begins to give guidance and opinions on your project. What do you do?

Multiple Choice:

A) Proudly proclaim, “Talk to the hand, not to the face” because he/she is not following your project Communications Plan

B) Run from the room screaming, with your hands over your ears, so as not to violate the project Communications Plan

C) Listen intently (making sure to nod your head regularly); then, at the earliest opportunity, brief your RE about the conversation and any resulting potential actions or decisions; then, inform the team of any changes
Communications Plan Exercise

- Use the 11’ x 17” Communications Matrix Exercise on your desk
- Person with latest birthday in the year is the note-taker/spokesperson

Develop communication matrices that include the following:

1. General Public (passenger and freight, local businesses, public at large)
2. County Commission (the county has a financial commitment on project)
3. Save our Wildlife Foundation
4. Resident Engineer
5. Program Engineer
6. Project Team
7. Ditch Company (you need to reroute a portion of the ditch)
8. Union Pacific Rail Road (you are upgrading a RR crossing)
Exercise Discussion: Communications Matrix

<table>
<thead>
<tr>
<th>Who will receive the info?</th>
<th>Internal or External?</th>
<th>What event or information will be provided?</th>
<th>When will the information be provided?</th>
<th>With what frequency?</th>
<th>Responsible Party</th>
</tr>
</thead>
</table>
3. Use a communications log to document and track important project communications

<table>
<thead>
<tr>
<th>Date</th>
<th>Contact Name</th>
<th>Role, Specialty or Organization</th>
<th>Type of Communication (phone call, email, face-to-face, etc.)</th>
<th>Description of Communication and needed action (if applicable)</th>
<th>Follow-Up Conversation Needed?</th>
<th>Follow-Up Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/1/2017</td>
<td>Steve O. Bennett</td>
<td>Resident Engineer</td>
<td>face-to-face</td>
<td>Steve agreed that 4’ shoulders should be pursued via Design Variance. I need to get started on Design Variance.</td>
<td>No</td>
<td>N/A</td>
</tr>
<tr>
<td>6/2/2017</td>
<td>Bigous Wiggus</td>
<td>County Commissioner</td>
<td>email</td>
<td>the Commissioner asked for our plans to accommodate bicyclists on the project. I need to provide plans by 06-3-2017</td>
<td>Yes, notify the Commissioner once the plans have been mailed</td>
<td>6/8/2017</td>
</tr>
<tr>
<td>6/7/2017</td>
<td>Ima Treyhooger</td>
<td>R3 Environmental</td>
<td>phone call</td>
<td>Everything is on track to receive SHPO clearance by 7-7-2017</td>
<td>No</td>
<td>N/A</td>
</tr>
<tr>
<td>6/20/2017</td>
<td>Steve O. Bennett</td>
<td>Resident Engineer</td>
<td>face-to-face</td>
<td>Steve asked why the project did not include full standard shoulders; I reminded him of our 6-1-2017 discussion and said Variance Request will be ready for his review within 2 days</td>
<td>No</td>
<td>N/A</td>
</tr>
<tr>
<td>6/21/2017</td>
<td>Ima Treyhooger</td>
<td>R3 Environmental</td>
<td>phone call</td>
<td>Everything is still on track to receive SHPO clearance by 7-7-2017</td>
<td>No</td>
<td>N/A</td>
</tr>
<tr>
<td>6/30/2017</td>
<td>Ima Treyhooger</td>
<td>R3 Environmental</td>
<td>email</td>
<td>SHPO rep will unexpectedly be out of office for the next three weeks; clearance will be delayed</td>
<td>Yes, Ima will find out current estimated date for clearance</td>
<td>7/5/2017</td>
</tr>
<tr>
<td>7/5/2017</td>
<td>Ima Treyhooger</td>
<td>R3 Environmental</td>
<td>phone call</td>
<td>SHPO will quickly get an alternate person involved; clearance anticipated by 7-14-2017</td>
<td>No</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Communications Plan Outline:

• Introduction/narrative
  – with Tier Determination
  – PI activities during design
• Communications Matrix
• Communications Log
The Communication Plan provides the framework for managing and documenting project communications. It addresses:

– The types of information you will deliver
– Who will receive it
– The format/method for communicating it
– The timing of release and distribution
– A method for tracking important communications.
Questions/Discussion