

## **COMMUNICATION MANAGEMENT PLAN**

This Communications Management Plan sets the communications framework for this project between the Sponsors-Agents-Contractor level. This will serve as a guide for communications throughout the life of the project and will be updated as communication needs change. This plan identifies and defines the roles of the key persons involved in this project and to keep a clear line of communication between the sponsors and the contractor, considering that the project will be implemented under concession method. It also includes a communications matrix which maps the communication requirements of this project. An in-depth guide for conducting meetings details both the communications rules and how the meetings will be conducted, ensuring successful meetings. It is assumed that the contractor will have their internal communication plan to guide them in their management of works. A project team directory must be created that provides the contact information of all stakeholders directly involved in the project.

### **Communication Management Approach**

The Project Manager will take a proactive role in ensuring effective communications on this project especially during the pre- construction stage, while the Construction Project Manager will play an important role during the construction. The communications requirements are documented in the Communications Matrix presented in this document. The matrix was already drafted for the purpose of this project, and will be reviewed by the Project Manager during the planning stage. This will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it and to whom to communicate.

As with most project plans, updates or changes may be required as the project progresses or changes are approved. Changes or updates may be required due to changes in personnel, scope, budget, or other reasons. Additionally, updates may be required as the project matures and additional requirements are needed. The Project Manager is responsible for the managing all proposed and approved changes to the communications management plan. Once the change is approved, the Project Manager will update the plan and supporting documentation and will distribute the updates to the project team and all stakeholders. This methodology is consistent with the project's Change Management Plan and ensures that all project stakeholders remain aware and informed of any changes to communications management.

## Communication Requirements

As part of identifying all project stakeholders, the project manager will communicate with the internal stakeholders in order to determine their preferred frequency and method of communication, while the external stakeholders' means of communication will be fixed as the needs arise. This feedback will be maintained by the project manager in the project's Stakeholder Register. Standard project communications will occur in accordance with the Communication Matrix; however, depending on the identified stakeholder communication requirements, individual communication is acceptable and within the constraints outlined for this project.

In addition to identifying communication preferences, stakeholder communication requirements must identify the project's communication channels and ensure that stakeholders have access to these channels. If project information is communicated via secure means or through internal company resources, all stakeholders, internal and external, must have the necessary access to receive project communications.

Once all stakeholders have been identified and communication requirements are established, the project team will maintain this information in the project's Stakeholder Register and use this, along with the project communication matrix as the basis for all communications.

## Roles

**Project Sponsor-** The project sponsor is the champion of the project and has authorized the project by signing the project charter. This person is responsible for the funding of the project and is ultimately responsible for its success. Since the Project Sponsor is at the executive level communications should be presented in summary format unless the Project Sponsor requests more detailed communications.

**Project Manager-** The Program Manager is a role in the project designated by the owners/ sponsors as their agent who oversees the project at the PMO level. The Project Manager is responsible for overall monitoring and control over the execution of the contract by the contractor which is represented by the Construction Project Manager.

**Engineering and Technical Consultant-** The Engineering and Technical Consultant is a person hired by the owner who is designated to be responsible for ensuring that all

technical aspects of the project are addressed by the contractor and that the project is implemented in a technically sound manner. The Engineering and Technical Consultant is responsible for overseeing the implementation of the designs and developing as-build documentation. The Engineering and Technical Consultant requires close communications with the Project Manager and the Project Team.

**Construction Project Manager-** The Construction Project Manager is a position from the Concessionaire side who has overall responsibility for the execution of the project. The Construction Project Manager manages day to day resources, provides project guidance and monitors and reports on the projects metrics as defined in the Project Management Plan during the construction of the project. As the person responsible for the execution of the project, the Construction Project Manager is the primary communicator for the project distributing information according to this Communications Management Plan and during the project execution.

**Project Team-** The Project Team is comprised of all persons from the contractor side who have a role performing work on the project. The project team needs to have a clear understanding of the work to be completed and the framework in which the project is to be executed. Since the Project Team is responsible for completing the work for the project they played a key role in creating the Project Plan including defining its schedule and work packages. The Project Team requires a detailed level of communications which is achieved through day to day interactions with the Construction Project Manager and other team members along with weekly team meetings.

**Change Control Board-** The Change Control Board is a designated group which is reviews technical specifications and authorizes changes within the organizations infrastructure. Technical design documents, user impact analysis and implementation strategies are typical of the types of communication this group requires.

**Key Stakeholders-** Normally Stakeholders includes all individuals and organizations who are impacted by the project. For this project we are defining a subset of the stakeholders whose interest and influence are high based from the stakeholders analysis, as Key Stakeholders. These are the stakeholders with whom we need to communicate with and are not included in the other roles defined in this section. The Key Stakeholders includes executive management with an interest in the project and key users identified for participation in the project.

**Customer-** The customer for this project is the general populace. As the customer who will be accepting the final deliverable of this project they will be informed of the project

status including potential impacts to the schedule for the final deliverable or the product itself.

### **Project Team Directory**

The contractor must prepare a Project Team Directory which will be submitted to the Project Management Office prior to the commencement of construction works. The table below is the suggested format that contain the contact information of all persons identified in this communications management plan. The email addresses and phone numbers in this table will be used to communicate with these people.

Role	Name	Title	Organization/ Department	Email	Phone
Sponsors					
Project Manager					
Eng'g & Tech'l Consultant					
Construction Project Manager					
Project Team					
...					

### **Communication Methods and Technologies**

The contractor project team will determine, in accordance with their organizational policy, the communication methods and technologies based on several factors to include: stakeholder communication requirements, available technologies (internal and external), and organizational policies and standards.

During the project execution, the contractor must create and maintain a share-point platform or project website within the PMO which all projects use to provide updates, archive various reports, and conduct project communications. This platform or website enables the Sponsors and their agents, as well as selected stakeholders with compatible technology, to access project data and communications at any point in time. The platform or website must also provides the ability for PMO and the contractor's project team members to collaborate on project work and communication. Access to the platform or website will be controlled with a username and password.

All project teams are responsible for developing, maintaining, and communicating schedules using the software approved for the project. PERT Charts are the preferred format for communicating schedules to stakeholders. The project schedule will be maintained on the platform or the project website.

All project communication and documentation, in addition to being maintained on the platform or project website, will be archived on the internal shared drive which resides in the PMO directory. Naming conventions for files and folder will be applied to all archived work.

## **Communication Matrix**

(See separate file for Communication Matrix)

## **Guidelines for Meetings**

**Meeting Agenda-** Meeting Agenda will be distributed 5 business days in advance of the meeting. The Agenda should identify the presenter for each topic. The first item in the agenda should be a review of action items from the previous meeting.

**Minutes of Meeting-** Minutes of Meeting will be distributed within 2 business days following the meeting. Minutes of Meeting will include the status of all items from the agenda along with new action items.

**Action Items-** Action Items are recorded in both the meeting agenda and minutes. Action items will include both the action item along with the owner of the action item. Meetings will start with a review of the status of all action items from previous meetings

and end with a review of all new action items resulting from the meeting. The review of the new action items will include identifying the owner for each action item.

**Presiding Officer-** The Presiding Officer is responsible for distributing the meeting agenda, facilitating the meeting and distributing the Minutes of Meeting. The Presiding Officer will ensure that the meeting starts and ends on time and that all presenters adhere to their allocated time frames.

**Note Taker-** The Note Taker is responsible for documenting the status of all meeting items and taking notes of anything else of importance during the meeting. The Note Taker will give a copy of their notes to the Presiding officer at the end of the meeting as the Presiding Officer will use the notes to create the Minutes of Meeting.

### **Communication Standards**

The PMO must create or the contractor must submit to the PMO a standard formats and templates to be agreed with the sponsors that will be utilized for all formal project communication. All out-going communications from the PMO or from the contractor that concerns the project must be acknowledge by the Project Sponsors. Formal project communications are detailed in the project's communication matrix. Informal project communications should be professional and effective but there is no standard template or format that must be used.