Contents

Preface *ix*

CHAPTER 1

The Nature of Project Communications 1

The Role of the Project Manager in Communications 3
Common Communications Problems and the Communications Model 4
Selecting the Right Tools 6
References 7

CHAPTER 2

Project Communications Technology and Media 9

Computer-Based Technology 9
Audio Technologies 12
Video Technologies 14
Traditional Written Communications Media 16
Traditional Verbal Communications Media 17
Other Media 21
Conclusion 21

CHAPTER 3

Communication Tools in the Initiating Processes 23

Approvals 23
Business Case 25
Business Justification 27
Cost Case 29
Cost Estimate 31
Customer Requirements 33
Feasibility Analysis 37
Forecasts 40
Impact Analysis 43
Mission Statement 45
Organization Chart 46
Press Kits 48
Press Release 49
Project Charter 50
Project Proposal 52
Project Request 53

Quality Policy 54
Risk Models 56
Scope Statement 58
Stakeholder Analysis 59
Statement of Work 62
System Requirements 64
Conclusion 66
References 66

CHAPTER 4
Communications Tools in the Planning Processes 67
Blueprints/Schematics 67
Budgets 68
Change Control Plan 70
Communications Plan 73
Comprehensive Test Plan 75
Cost Baseline 77
Data Flow Diagrams 78
Design Specifications 79
Development Plan: Personal/Individual 81
Development Plan: Strategic 83
Document Control Plan 84
Goals and Objectives 85
Help Desk Procedures 87
Human Resource Plan 89
Integrated Change Control Procedures 90
Issue Management Plan 91
Kickoff Meeting Agenda 93
Milestone List 96
Performance Baseline 97
Project Customer Presentations 98
Project Plan 100
Project Schedule 102
Quality Management Plan 104
Quality Metrics 106
Resources Plan 107
Responsibility Matrix 108
Risk Management Plan 110
Risk Mitigation Plan (Risk Response Plan) 113
Schedule Baseline 114
Schedule Management Plan 115
Scope Document 116
Scope Management Plan 118
Task List 119
Team Charter 121
Testing Plan 122

Work Breakdown Structure 124
Conclusion 126
References 126

CHAPTER 5
Communications Tools in the Executing Processes 127

Acceptance Test Plan Results 127
Action Item Register 129
Change Control Form 130
Change Control Record 132
Change Requests and the Change Request Log 132
Data Dictionaries 134
Effort Statement 135
E-Mail/E-Mail Protocol 135
Gantt Chart 137
Memoranda 138
Planning Meeting Agenda 139
Presentations 141
Problem Resolution 143
Prototype 144
Risk Assessment Form 145
Risk Log 147
Technical Documents 148
Telephone Logs 149
Work Results 150
Conclusion 151
Reference 152

CHAPTER 6
Communications Tools in the Controlling Processes 153

Control Book 153
Dashboard Report 155
Earned Value Analysis 156
Issues List 159
Meeting Minutes 160
Performance Reports 162
Progress Report 163
Recovery Plan 169
RYG Tool 171
Status Meeting Agenda 172
Status Reports 174
Summary Reports 175
Team Report 177
Variance Report 179
Conclusion 180
Reference 180

CHAPTER 7

Communications Tools in the Closing Processes 181
As-Built Drawings 181
Closeout Meeting Agenda/Key Review Meeting Agenda 182
Final Report 185
Final Variance Analysis 187
Formal Acceptance Document 188
Lessons Learned Report 189
Phase Closeouts 191
Project Archives 192
User Acceptance Documents 193
Conclusion 195

CHAPTER 8

Implementing Communications Tools 197
Stakeholder Considerations 197
Organizational Considerations 198
Verbal Communication 198
Evaluating Communications Effectiveness 199

About the Author 201

Index 203