[Company]

[Company Address]

Tel: [Company Phone]

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[Company E-mail]

May 16, 2015

[Ref. number]

Marc Arnecke, PMP

[Project Name]

[Sub-Project, phase, etc.]

Project Communications Management Plan

This project communications management plan is a component of the project management plan that describes how project communication will be planned, structured, monitored, and controlled.

REVISIONS AND DISTRIBUTION

Revision	Release date	Distributed to*											
		Client	Consultant	JV Main office(s)	All project mgmt. dept.	Sub-contractors	Suppliers						
Rev. 0 (draft)	29/10/2013												

*) Detailed distribution lists shall be prepared for each distribution event. Further details as per the project communication plan

Amendments

The Project Communications Management Plan from time to time may require updates. Any amendment to this plan shall be informed to the change control board by use of the change request form and approved by the project change control board prior to distribution. Only revised parts of the plan will be distributed along with the approval and shall be accompanied by instructions how to implement the changes.

The initial page numbering system (to be added upon initial approval) will be a normal continuous numbering displayed in the lower right corner of each page. In the event that pages have to be added, characters shall be added to the number. In case entire pages are deleted, the corresponding page shall be replaced by a blank page stating "page removed".

Each added/changed page shall have the revision number and date of approval displayed on the bottom of the page.

PROJECT SPONSOR APPROVAL

Prepared by:	Reviewed by:	Approved by Proj. Sponsor:
Place, dd/mm/yyyy	Place, dd/mm/yyyy	Place, dd/mm/yyyy
Marc Arnecke, PMP Designation	Name Designation	Name Designation

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COMMUNICATIONS MANAGEMENT APPROACH

Communications for the use of this document and project shall be defined as the meaningful exchange of information horizontal or vertical between two or more parties formal or informal through the exchange of ideas, concepts, expectations, instructions, and the like. It is the responsibility of the sender of information to ensure that the information is received by the recipient and that the information is encoded properly in a way that allows the recipient to decode it without misunderstanding.

All senders and recipients at any time shall take a pro-active approach in order to ensure an efficient and smooth communication.

Other Project Plans

This project communication management plan forms part of the overall project management plan. Further project plans to be read in conjunction to this project quality management plan are:

a) Project Management Plan,

b) Project Scope Management Plan,

c) Project Requirements Management Plan,

d) Project Schedule Management Plan,

e) Project Cost Management Plan,

f) Project Quality Management Plan,

g) Process Improvement Plan,

h) Project Human Resource Management Plan,

i) *(this Project Communications Management Plan),*

j) Project Risk Management Plan,

k) Project Procurement Management Plan,

l) Project Stakeholder Management Plan,

m) Project Financial Management Plan,

n) Project Health and Safety Management Plan,

o) Project Environmental Management Plan,

p) Project Claim Management Plan.

COMMUNICATIONS MODES & STANDARDS

In order to ensure efficiency of communication, all formal communication shall be through document control. The document controller registers all incoming and outgoing documents, plans or whatsoever and distributes them as determined.

All documents, plans or whatsoever must have a unique reference number. In case of multi-page documents, the number on each single page shall be repeated in the header or footer.

Drawings will use a defined title block containing certain standard information. The title block will be determined by the respective department head.

All documents shall be signed and stamped by the authorized person.

Flow of Formal Communication

Dissemination of formal information, with implications on scope, time, cost, and quality shall be through predefined and fixed lines of communication.

Internal

Within the company information shall be circulated from department heads to department heads and registered by document controller if appropriate.

Each department head for his area of responsibility controls and ensures that current, valid information, plans, etc. - whether at site or in the office - are at the disposal of executing staffs and workers, and that only valid versions of a document are in use. He provides his team with controlled copies and carries concern that old, or superseded versions are collected and stamped accordingly or be taken otherwise out of circulation.

External (client)

Outgoing documents addressed to the client will be transmitted or submitted (whatever applicable) as a hard copy to his office address.

All documents are to be registered by document controller and reception of the transmittal/submittal will be acknowledged by the recipient.

External (sub-contractor/supplier)

Outgoing documents addressed to any sub-contractor/supplier will be transmitted or submitted (whatever applicable) as a hard copy. The document will be deposited for receiver collection with document controller. Other methods may be agreed upon in individual cases should the described system be impractical. It is the sender's responsibility to ensure that the recipient is informed, where appropriate, that a document is available for collection.

All documents are to be registered by document controller and reception of the transmittal/submittal will be acknowledged by the recipient.

Formal Communication

Submittals

Submittals for the use of this document and project shall be non-verbal exchange of information including everything which the contract requires the contractor to present for the purpose of review and illustrating some aspects of works or to demonstrate adherence to requirements and specifications and includes:

- All drawings,

- Product data,

- Designs,

- Diagrams,

- Illustrations,

- Schedules,

- Samples,

- Catalogue cuts,

- Testing certificates,

- Approvals,

- Hand-over documents and

- Other information prepared to illustrate some portion of work.

Transmittals

Transmittals for the use of this document and project shall be non-verbal exchange of information that provides information to another attached formal document. The transmittal serves as a record of delivery and provides the recipient with information to identify the context in which to view the document.

Typical transmittals include:

- Letters,

- Meeting minutes,

- Requests,

- Quotations,

- Invoices, claims and the like,

- Reports,

- Change orders,

- Response(s) to any of the above, and

- Other formal correspondence.

Informal Communication

Meetings

Meetings are gatherings of two or more people being convened for the purpose of achieving a common goal through verbal sharing of information or reaching agreement.

Meetings usually occur face to face, in special cases telephone or Skype conference calls may be agreed upon.

Meetings shall be time well spent and therefore usually shall be hold periodically in not to short intervals and following specific rules, which in detail must be determined by the respective chair person. Common general rules are the distribution of the meeting agenda not less than 1 working day in advance of the meeting and meeting minutes within 2 working days after the meeting. Further general rules are usage of sign-in sheets, the adherence to speaking times, etc.

Meeting agendas shall define the date and venue of the meeting, the required participants, the topics for discussion and the presenter. The first topic generally shall be a review of action items from the previous meeting.

Meeting minutes are a summary/record of the meeting and at least comprise of the date and duration of the meeting, the venue, a list of participants, the topics (item by item) along with actions to be taken, the owner of that action item and the schedule. Meeting minutes shall be distributed to the meeting participants within 48 working hours after the meeting was finished. Any clarifications or comments must be transmitted to the chair person, within 48 hours after circulation of the meeting minutes.

Meeting Schedule

	Type of meeting	Chaired by (name & role or designation)	Frequency	Attendance
01	Tender Transfer Meeting	xxx, COO	Once, upon award of contract	- Project sponsor, - Project mngr., - Project team as far as available and appropriate, - Tendering dept. Staffs, - PMO (if any)
02	Project Team Meeting	Project manager	weekly	- Project team
03	Design Meeting	Technical lead	As needed	- Project team/parts thereof
04	Project Status Meeting	Project manager	Monthly	- Project sponsor, - Key stakeholders, - Project team/part thereof, - PMO (if any)

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Project Communications Management Plan

	Type of meeting	Chaired by (name & role or designation)	Frequency	Attendance
05	Quality Meeting	Quality manager	Weekly	- Project team/part thereof, - Stakeholders as appropriate, -
06	HSE Meeting	Safety manager	Weekly	- Project team/part thereof, - Stakeholders as appropriate, -

Other Informal Communications Modes

Email & Fax

In particular cases, where the above-described communication channels for obvious reasons are unsuited or would delay unnecessarily the exchange of information, the use of common communication methods such as email, fax or others may be agreed upon and be accepted in exceptional cases.

This communication however usually shall be intended to be "for information or advance information only" and must not replace the formal exchange of information. This means consequently that all information with impact on scope, cost, schedule or quality must be submitted/transmitted formally subsequently.

Verbal Instructions

Verbal instructions with impact on scope, cost, schedule or quality are unacceptable in general. If in a particular case a verbal statement for reason of time is unavoidable, it must be submitted/transmitted formally within one hour.

It is up to the respective head of department or his superior manager observing their level of authority to follow the received verbal instruction or not.

REPORTS

Reports are formal communication and shall be prepared, registered and transmitted to the various stakeholders. The frequency of transmission, level of details, and nature of the information contained therein depend on the stakeholder type, his level of influence, and the stakeholder requirements. Such requirements shall be collected and a reporting format shall be developed accordingly.

Although reports constitute formal communication, certain low-level reports depending on their content (e.g. daily manpower), the frequency and in coordination with the recipient can be sent electronically.

SN	Type of report	Responsible communicator	Communic. method	Frequency	Addressees
01					

FILING AND ARCHIVING

Hardcopies and softcopies shall be maintained simultaneously. Each data folder on the shared hard disk drive/server shall be represented also by a corresponding box file and vice versa. The names of both box file and data folder shall be same; their contents consequently shall be same.

Filing Scheme

Level 1 Document.docx	Level 2 Document.docx	Level 3 Document.docx	Level 4
01 Integration	**01-1 Initiation**	01-11 Project Charter	
	01-2 Planning	01-21 Project Mgmt Plan	
	01-3 Execution	01-31 Directing & Managing	
	01-4 Monitor & Control	01-41 Monitoring & Contr	
		01-42 Change Contr	
	01-5 Closure	01-51 Close Project or Phase	
02 Scope	**02-1 Initiation**	[empty]	
	02-2 Planning	02-21 Scope Mgmt	
		02-22 Requirements	
		02-23 Scope Definition	
		02-24 WBS	
	02-3 Execution	[empty]	
	02-4 Monitor & Control	02-41 Scope Validation	
		02-42 Scope Control	
	02-5 Closure	[empty]	
03 Time	**03-1 Initiation**	[empty]	
	03-2 Planning	03-21 Schedule Mgmt	
		03-22 Activity Definition	
		03-23 Activity Sequences	
		03-24 Activity Resource Estimate	
		03-25 Activity Duration Estimate	
		03-26 Schedule	
	03-3 Execution	[empty]	
	03-4 Monitor & Control	03-41 Schedule Control	
	03-5 Closure	[empty]	
04 Cost	**04-1 Initiation**	[empty]	
	04-2 Planning	04-21 Cost Mgmt	
		04-22 Cost Estimation	
		04-23 Budget Determination	

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Level 1 Document.docx	Level 2 Document.docx	Level 3 Document.docx	Level 4
	04-3 Execution	[empty]	
	04-4 Monitor & Control	04-41 Cost Control	
	04-5 Closure		
05 Quality	05-0 General	05-01 Organizational Process Assets old	
		05-02 Organizational Process Assets in use	05-020 Miscellaneous
			05-021 Forms & Templates
	05- 1 Initiation	[empty]	
	05-2 Planning	05-21 Quality Mgmt	05-210 Miscellaneous
			05-211 Management Plan
			05-212 Processes & Procedures
	05-3 Execution	05-31 Quality Assurance	05-310 Miscellaneous
			05-311 Audit
	05-4 Monitor & Control	05-41 Quality Control	05-410 Miscellaneous
			05-411 Register
	05-5 Closure	[empty]	
06 HR	06-1 Initiation	[empty]	
	06-2 Planning	06-21 HR Mgmt	
	06-3 Execution	06-31 Team Acquisition	
		06-32 Team Development	
		06-33 Team Management	
	06-4 Monitor & Control	[empty]	
	06-5 Closure	[empty]	
07 Communication	07-1 Initiation	[empty]	
	07-2 Planning	07-21 Communications Mgmt	
	07-3 Execution	07-31 Communication	
	07-4 Monitor & Control	07-41 Communications Control	
	07-5 Closure	[empty]	
08 Risk	08-1 Initiation	[empty]	
	08-2 Planning	08-21 Risk Mgmt	
		08-22 Risk Identifications	
		08-23 Quantitative Risk Analysis	
		08-24 Qualitative Risk Analysis	
		08-25 Risk Response	
	08-3 Execution	[empty]	
	08-4 Monitor & Control	08-41 Risk Control	
	08-5 Closure	[empty]	
09 Procurement	09-1 Initiation	[empty]	

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Level 1 Document.docx	Level 2 Document.docx	Level 3 Document.docx	Level 4
	09-2 Planning	09-21 Procurement Mgmt	
	09-3 Execution	09-31 Conducting Procurement	
	09-4 Monitor&Control	09-41 Procurement Control	
	09-5 Closure	09-51 Close Procurement	
10 Stakeholder	**10-1 Initiation**	10-11 Stakeholder Identification	
	10-2 Planning	10-21 Stakeholder Mgmt	
	10-3 Execution	10-31 Stakeholder Engagement	
	10-4 Monitor & Control	10-41 Stakeholder Engagement Control	
	10-5 Closure	[empty]	
11 Financial	**11-1 Initiation**	[empty]	
	11-2 Planning	11-21 Financial Mgmt	
	11-3 Execution	[empty]	
	11-4 Monitor & Control	11-41 Financial Control	
	11-5 Closure	11-51 Close Financial Records	
12 Safety	**12-1 Initiation**	[empty]	
	12-2 Planning	12-21 Safety Mgmt	
	12-3 Execution	12-31 Safety Assurance	
	12-4 Monitor & Control	12-41 Safety Control	
	12-5 Closure	[empty]	
13 Environment	**13-1 Initiation**	[empty]	
	13-2 Planning	13-21 Environmental Mgmt	
	13-3 Execution	13-31 Environmental Assurance	
	13-4 Monitor & Control	13-41 Environment Control	
	13-5 Closure	[empty]	
14 Claim	**14-1 Initiation**	[empty]	
	14-2 Planning	14-21 Claim Mgmt	
		14-22 Claim Identification	
		14-23 Claim Quantification	
	14-3 Execution	[empty]	
	14-4 Monitor & Control	14-41 Claim Prevention	
	14-5 Closure	14-51 Claim Resolution	

It is undisputed that further folders will be required over time to sort files in a logical and manageable order.

However

1) No new folders shall be created on folder level 1 and 2, nor shall any existing folder be renamed and no data files such as e.g. word files, excel spreadsheets, drawings, PDF-files, images or whatsoever shall be saved at this level.

2) Folders on folder level 3 shall not be renamed and no data files such as e.g. word files, excel spreadsheets, drawings, PDF-files, images or whatsoever shall be saved at this level. On level 3 limited additional folders <u>can</u> be created upon approval by the responsible manager.

3) Preferably additional folders only shall be created on level 4. The responsible manager must be consulted and the filing scheme must be updated and communicated accordingly.

File and Folder Name(s)

Folders

Aside the predefined folder names, new folders only shall be created after approval by the responsible manager.

Preferably folder names shall be built of a number and a short descriptive name in order to have a consistent sorting and that the folder can be found in the same place at any time.

Files

File names should be developed in a way such that on the one hand they provide information about the content of the file, on the other hand they should enable a chronological order, and the creation of variants.

Repetitions in file and/or folder names shall be avoided if possible.

E.g. instead of

… 03-Drawings 04-Structural Drawings 08-Structural AFC Drawings XYZ-12345-2014(R1) - Basement AFC Drawing.dwg

Better…

… 03-Drawings 04-Structural 08-AFC XYZ-12345-2014(R1) - Basement.dwg

For maximum compatibility between Windows/Linux/Mac etc. the following characters **must be avoided** in both, folder and file names: < > : " \ / | * ? .

Following characters **should be avoided** in both, folder and file names: [ ] = % $ + , ;

"-" at the beginning of a name is not allowed.

The length of the entire path shall not exceed 256 characters including empty spaces.

Data Integrity

Access (read, write, execute) to electronic data shall be restricted to the competent person respective group of persons.

Data Backup

A back-up of the electronic files shall be generated automatically on daily basis. The minimum requirement is to copy all new and/or changed files to a different media automatically every night. Thus accidentally deleted files and/or folders older than 24 hrs. can be restored. A log file shall be generated automatically and checked at least once a week.

In order for the automatic backup to run smoothly, compliance with above filename restrictions is inevitable.

The backup media ideally shall be far from the original media at a different location. Otherwise if that is not possible for some reason, 2 similar backup media shall be used reciprocal weekly. Thus in case of theft, fire or any other unlikely event only data of the last 7 days can be lost.

ARCHIVE

Generally all records shall be filed in standard filing folders. Each box file shall be labelled in accordance with the applicable standards of the organization.

Upon completion of the project or phase all box files shall be packed into cardboard boxes. Boxes shall be suitable to withstand heat and humidity until the end of the life time of the project file. Boxes shall be stackable and shall withstand at least 3-5 relocations. The project life time shall be in accordance with project requirements and legal requirements. A corresponding dedicated procedure shall be developed and implemented at a later stage.

LIST OF APPENDIXES

Doc. No.	Name
	Meeting Agenda
	Minutes of a Meeting
	Meeting Sign-in Sheet
	(all pending)