

**** For the purpose of this assessment, my responses will be based on a solar power installation project that is to be carried out later this year ****	
1 Plan information and communication processes	
1.1A. Using input from stakeholders, identify, analyse, and document information requirements – ensuring: • Consideration of alternative communication methods, media and systems, and their application on various projects • Use of clear language in verbal and written interactions with stakeholders • Consideration of non-verbal communication • Use of active listening and questioning to confirm understanding and agreement	<i>Meetings will be held with stakeholders (including the sponsor and their on-site representative) to determine their information requirements and preferences. Those requirements and preferences will be monitored and re-assessed throughout the project (e.g: if they may find they prefer text messages instead of phone calls in the future) and modalities changed as necessary. The communications plan will document what type of communication is to be used for the various stages of the project. However, even with the communication methods documented in the plan, the most effective communication method will be dependent upon the importance/severity/time criticality of the message (e.g: sending an Email to say someone is stuck half way up a ladder is not an appropriate means of communication).</i> <i>Members who will be working on the project will be inducted to site. Part of the induction will include education on effective communication skills including verbal, non-verbal, active listening, questioning, use of specific and clear language. As the project manager I will lead by example using the desired communication methods.</i> • <i>Communication methods include face-to-face conversations; formal face-to-face meetings; phone calls; text messages; Zoom calls; Emails; written documents; noticeboards; calendar notifications. For this particular project face-to-face conversations, meetings, phone calls, text messages, Emails and written documents physically handed to the affect stakeholders will be majority of the communications methods utilised. NOTE on other projects (during Covid) we used Zoom calls and Emails to a much greater extent.</i> • <i>Clear and specific language is vital in all communications – verbal and written alike. The language used will be such that there can be no chance for mis-interpretation, as the potential ramifications are enormous in terms of the impact on budget, quality, time frame etc... For more important, critical messages (e.g: changes to project details) both verbal AND written communication would be used to further reduce the chance of misinterpretation.</i> • <i>Non-verbal communication is always a consideration. Factors such as tone, personal presentation, eye contact, gestures and body language can be just as important as the words that are spoken. At induction for this project, we will reinforce the need for verbal & non-verbal communication to match and send the same message. E.g: Saying "I'm really happy with your performance" while having a scowl on your face gives conflicting messages and leads to confusion.</i> • <i>The need to use active listening and questioning will be made clear to inductees. Active listening (including paraphrasing, verbal affirmations, non-verbal cues such as nodding and eye contact) shows the other party that you have understood their message. Likewise, questions are an invaluable way to confirm that the message you have received is as intended. Questions also are the perfect avenue to seek more information and/or clarification.</i>
1.1B. Within delegated authority, develop an agreed communication management plan to support achievement of project objectives.	<i>Refer to the attached document titled "Communications Plan XX Holdings Solar Installation Project"</i>
1.1C. Establish and maintain a designated project-management information system to ensure quality, validity, timeliness and integrity of information and communication.	<i>Given that this project is only small, Trello would be used for managing the communication. Trello allows an almost unlimited number of lists to be created and tasks can be added under each list. Notes, attachments, and deadlines can be added to the tasks. For larger, more complex projects, Microsoft Project would be utilised.</i> <i>Milestone Communication Emails can be saved in Trello and sent at the required time. The date feature sends Emails to the person responsible for completing the task, on the date required to ensure the message is conveyed when needed.</i>

2 Implement project information and communication processes
1.2A. Manage generation, gathering, storage, retrieval, analysis, and dissemination of information by project staff and stakeholders. • Generation & gathering – data/information will be gathered from a variety of sources – including the internet, suppliers, manufacturers, Clean Energy Council, client, and workers. The data/information will be collated and stored in the project directory. • Storage – paper copies of all signed documents will be kept on physical file and also scanned as searchable PDF files to a dedicated directory on the secure network drive with 2FA (which is backed up every 24 hours). Upon completion of the project and confirmation that all scanned documents have been backed up correctly, and that copies have been forwarded to all necessary parties (OR a Dropbox link sent to the other parties), the paper files will be shredded. • Retrieval – all PDF-searchable scanned documents will be named using a logical naming convention (e.g: Communications Plan – XX Holdings Solar Installation Project Dec 2021). Searching and retrieval of documents will be a straight forward process. • Analysis – information will be analysed in conjunction with Senior Management, workers, and the client. • Dissemination – information will be disseminated as per the Communications Plan unless there is a specific reason why an alternate method is required. E.g: If the site has been declared a COVID hotspot, information will be disseminated via as many modes as possible (Email, text, notice board, face-to-face) to minimise the chance of the message not being received by any parties.
1.2B. Implement, modify, monitor, and control designated information-validation processes to optimise quality and accuracy of data. Given the small size of this project, information validation (to optimise the quality and accuracy of the data) would mainly be a manual process. Admin support staff would be used as “an extra set of eyes” to review and confirm the accuracy of the data and information. Example of checks – printing/checking the formulas in Excel spreadsheets after changes are made. Applying the “does that look right?” test is the most basic and first check that will identify any glaringly obvious faults. Checklists would be used to confirm the correctness of the information and data. For this project photos would also be used to confirm the data for the panels that need to be submitted to the CEC and CER. The tactic of saving different versions of the documents (with date) would be used to minimise the chance of inadvertently deleting or changing the contents of documents. E.g: if the formulas are incorrectly changed in a file that over-writes the previous version, it can take a huge amount of time and effort to correct the mistake.
1.2C. Implement and maintain appropriate communication networks. Communication methods will include face-to-face meetings, Emails, phone calls, text messages, informal conversations, formal meetings. At perhaps the most basic level maintaining the communication network, would include ensuring that Email addresses and/or phone numbers are updated if there is a change in them during the project. Another basic level would be keeping a diary, or even notes in phone, of conversations had and updating Trello with the details of the conversation. It would also involve ensuring that there is a suitable location for meetings – e.g: crib hut or meeting room on site. Seeking feedback from the parties as to the suitability of the communication would also help maintain effective communication. E.g: asking the other party if they find the communication method suitable or if they would prefer another method of receiving their messages.
1.2D. Identify and resolve communication and information-management system issues. Seeking feedback from other parties would be one of the most effective ways to identify communications and information-management issues. Acting on the feedback is the obvious way to improve/rectify the issues. Casual conversations, rather than a formal interrogation, are very effective at identifying issues and are always my first option. By keeping on good terms (mutual respect) with the other parties, if there is an issue, they are going to be much more likely to be upfront and honest about it. Mediation may be required if there are severe communication or information management issues. E.g: If the lead tradesman is not specific in their requests and as a result the labourers are not performing as they are meant to, mediation would give both parties the opportunity to have their side of the story heard. By being on site regularly, you get a “feel” for the mood of the project members and keep your finger on the pulse to quickly identify issues. E.g: workers may be over-heard saying things like “These plans are wrong again” or “I didn’t know that was what he meant”. Again, casual conversations in the first instance, are invaluable for identifying and handling issues. Monitoring re-work and delays is effective for identifying issues. Once the delay/rework has been identified, the cause can be determined and measures put in place to eliminate the risk of recurrence.

3 Assess information and communication outcomes	
1.3A.	Finalise and archive records according to agreed project information ownership and control requirements. <i>The project documents would be finalised as per the Project Closure checklist – including the Project Plan, Completion Report, Formal Acceptance and Closure report, Lessons Learnt, Change Register,</i> <i>The records would be archived by:</i> <i>Marking them off on the Archive Checklist including:</i> <i>Network location (directory name)</i> <i>File Name</i> <i>Description of the file</i> <i>Date of archiving</i> <i>Comments</i> <i>Initial of person doing the archiving</i> <i>Scanning and saving them to the company network drive</i> <i>Ensuring that have been successfully saved in the online Backup</i> <i>Shredding the original paper files only after b) and c) have been confirmed</i>
1.3B.	Review project outcomes to determine effectiveness of management of information and communication processes and procedures. <i>At completion of the project the project outcomes will be routinely reviewed to determine:</i> <i>Whether all deliverables/outcomes were achieved</i> <i>The effectiveness of the communications processes and procedures</i> <i>The effectiveness of the information management processes and procedures</i> <i>The review will include seeking feedback from the stakeholders including our workers, management, client, grounds' staff to gauge their perception of the effectiveness of communication & information management. Questions will include whether they felt that they were provided with the correct and necessary information (e.g: plans, reports etc..) when they needed it, to carry out their part of the project effectively and efficiently. Similarly, they would be asked if they felt that the communications was effective and efficient (special notice will be take of non-verbals). Suggestions for improvements would be sought and asked for in such a way that the other party was made to feel valued, important and appreciated. Informal conversations can yield some of the most useful and honest feedback and suggestions.</i>
1.3C.	Identify and document lessons learned and recommended improvements for application in future projects. <i>The Lessons Learnt document would be updated throughout the project. It would also be updated by myself (as PM), ES senior management and the lead tradesman at completion of the project, in an informal meeting.</i> <i>As mentioned in the previous questions, feedback and suggestions for improvements will be sought from all parties in the project, not just management. Informal conversations with some of the key staff (apprentices, labourers) would also be beneficial.</i>