

1 Identify and address stakeholder interests

1A Identify stakeholders relevant to project objectives.

For some of the questions in this assessment, I will refer to a hypothetical project of a future solar installation on a local shopping centre complex.

Stakeholders for this project:

Sponsor: Supermarket centre owner "Jacqui"

Project Manager: Leanne Phillips, Electrical Sensations

Electrical contractor, solar designer, and installer: Electrical Sensations

Roofing contractor: XYZ Roofing (experienced in commercial solar installation)

Regulatory bodies: Ergon + Clean Energy Council + Toowoomba Regional Council + STC broker/aggregator (Green Deal)

Suppliers: ABC, DEF, GHI suppliers Pty Ltd

End User: Commercial tenants of the complex

1B Segment stakeholder interests and determine forms of engagement

Stakeholder	Stakeholder interest in the project	Expectations that this stakeholder has of the project/other stakeholders	Expectations OF this stakeholder, from the other stakeholders	Form of engagement
Sponsor	Premises owner who is the funding source for the project	Project being delivered on budget; within the required time frame and with the required quality	Payments will be made on time & in accordance with the Project Plan	- Emails - Phone calls - Face to face meetings
Project Manager	Responsible for ensuring the deliverables of the project are delivered on time & on budget	The project team, contractors, suppliers carry out their parts of the project as and when specified in the Project Plan	Managing the project in such a manner to provide the deliverables effectively, efficiently & timely.	- Emails - Phone calls - Face to face meetings
Project Team	Responsible for delivery of the project tasks and support services	That they will be supported by the project manager to carry out their allocated tasks	That they will deliver their allocated tasks	- Phone calls - Face to face meetings
Contractors (electrical, roofing)	Responsible for the delivery of the services & performance of the tasks	That they will be supported by the project manager to carry out their allocated tasks.	That they will deliver their allocated tasks	- Emails - Phone calls - Face to face meetings
Suppliers	Provision of goods & services	Procurement will be supported by the project manager	That they will deliver the goods & services as specified & as required	- Emails - Phone calls
End User (tenants of the complex)	Benefit from the end product of the project	The project will be delivered as per the specifications	That they won't hinder the process & will provide feedback about the process, upon completion.	- Newsletters - Face to face meetings/social gatherings
Regulatory bodies	Provide Standards/rules regarding the quality of the	The processes and output of the project will meet the relevant standards and legislation	That they will provide advice to the project manager, on compliance when required.	- Emails - Phone calls

	<i>deliverables of the project</i>			
Senior Executive	Corporate Governance of the project	The project will be delivered as a profit	That they will support the project manager in all their functions	- Emails - Phone calls - Face to face meetings
1C Consider interests of stakeholders when considering and advising on project management issues. <i>The differing interests of the stakeholders would be considered when assessing and advising on project management issues. Issues will only be discussed with the stakeholders who have an interest in that aspect/task. E.g.: If a supplier is not delivering the products as they should, that would not be discussed with the end user.</i>				
1D Identify and implement actions to address differing interests where required. <i>Stakeholders' differing interest can cause conflict. For example, when stakeholders have mutually exclusive interests at certain stages of the project – the project manager attempts to meet tight time frames which would require contractors to be over-worked and not having a work/life balance. An example of when I have managed and dealt with differing stakeholder interests was in a previous project, where the end-user was complaining that our work was causing unacceptable noise that was interrupting their work. I met (face to face) with the sponsor representative on site to discuss the matter. I toured the area that was causing issues and spoke with some of the staff to understand their concerns. I then met with our project team and other contractors and adjusted the daily start and finish times to minimise the interruption to the end user, whilst still achieving the necessary time frames. Communication, Consultation, Persuasion and Compromise were invaluable in handling the differing interests and resultant conflict. Input from independent experts would also be useful in addressing and evaluating the differing interests in some situations.</i>				
2 Manage effective stakeholder engagement				
2A. Support development of team members' interpersonal skills in effective stakeholder engagement. <i>Interpersonal skills are critical for effective stakeholder engagement and include active listening, patience, flexibility, political awareness, leadership, empathy, and negotiation. Actively utilising those skills helps ensure effective stakeholder engagement and the creation and fostering of good working relationships. I always aim to lead by example. On projects I have been involved in, I have always encouraged team members to interact and communicate with stakeholders (where appropriate) as much as possible. By communicating with people, team members become more familiar with strategies for effective interactions and enhance their interpersonal skills. I think it would be a great idea to implement "Effective Communication" training at the commencement of projects. That would spell out what is and is not acceptable when communicating and interacting with others. I would also observe communications/interactions and offer constructive feedback (both positive and negative) to improve the negative and promote the positive. If I noticed significant or recurrent poor interpersonal skills being displayed, I would provide counselling to the party involved and provide them with off-site training (e.g.: webinars, short courses) if necessary or if no improvement was noticed after counselling.</i>				
2B. Distribute team work effectively to ensure defined project roles are followed. <i>The project roles for the hypothetical project described in question 1A are very clear and the team work would be distributed according to the a) qualifications and b) experience.</i>				
2C. Identify and clarify stakeholder behavioural expectations, where required. <i>Refer to the table in question 1B.</i>				
2D. Openly lead stakeholder performance reviews. <i>As the Project Manager for this hypothetical project I would review the performance of the Project Team, Contractors & Suppliers. I would create a Performance Review document which lists & addresses the criteria below. I would also create a schedule for carrying out the performance reviews to ensure they are carried out when required and at appropriate intervals (e.g.: Mid project, end of project).</i> <i>Stakeholder name (e.g.: XYZ Roofing); Type of stakeholder (e.g.: contractor)</i>				

Responsibility (e.g.: installation of solar panels on the roof)

Key criteria for review

e.g.: Number of safety incidents/accidents;

Achieved budget?;

Achieved time frames?;

Other considerations such as feedback from other stakeholders regarding them/their performance;

Met quality requirements?

Adequate and appropriate communication?

2E. Identify and address individual development needs and opportunities to support stakeholder engagement.

Performance reviews would be the primary method of identifying individual development needs and opportunities.

Training and counselling would be utilised to achieve the stakeholder developmental needs and realise opportunities.

By reviewing performance and providing training and counselling, stakeholder engagement would be maintained and enhanced.

3 Manage stakeholder communications

3A. Determine and document stakeholder communication needs.

Refer to the extract from the Communications Plan below for stakeholders – from the perspective of the Project Manager:

Stakeholder	Messages to be communicated	Communications methods to be used	Description of specific communication	Timing
Sponsor	-Progress of project. -Potential issues that are likely to impact on the scope, budget, timing, or quality of the deliverables.	-Emails (attachments for reports/plans etc) -Phone calls (urgent matters) -Face-to-face or video Meetings when necessary.	-Formal project documentation & meetings	-Urgent matters need to be communicated immediately -Weekly progress meetings
Project Team	-Project tasks, timeframes, and quality requirements.	-Regular site visits -Daily phone contact -Emails for confirmation of phone conversations and important details	-Informal communication daily	-Daily (at start and end of day) -In between when required such as urgent issues
Contractors (electrical, roofing, STC aggregator)	-Tasks, plans, specifications, change requests and updates	-Emails (attachments for reports/plans etc) -Phone calls (urgent matters)	-Formal for contracts & variations -Informal for other matters	-Urgent matters need to be communicated immediately -Tasks to be confirmed in writing prior to the commencement of their task
Suppliers	-Quantity and timing of goods to be delivered	-Phone calls & Emails	-Formal for contracts & variations -Informal for other matters	-Urgent matters need to be communicated immediately -To be confirmed in writing prior to

				the material being required
End User	-Project status update	-Emails to tenants	-Informal	-Commencement of project -Completion of project
Regulatory bodies	-Compliance of the electrical & solar work and creation of the STCs to comply with Ergon, CEC, CER & ESO requirements	-Emails (attachments for reports/plans etc) -Phone calls (urgent matters)	-Informal for confirmation of details and questions. -Formal for submission of forms	-At time frames dictated by each body.
Senior Executive	-Progress of project. -Potential issues that are likely to cost time or money.	-Weekly meetings	-Informal meetings -Changes to project documentation when changes are required	-Urgent matters need to be communicated immediately -Weekly informal progress meetings
3B. Ensure relevant stakeholders agree to communication method, content, and timing of engagement. Stakeholders would be consulted with, when developing the Communications Plan. Once agreed upon, the stakeholders would need to sign off on the Communications Plan to confirm their acceptance.				
3C. Communicate information as planned and in line with authority levels, identifying and addressing variances. I would communicate with the stakeholders in the manner, using the tools and with the timing shown in the table in the extract from the Communications plan in question 3A. Monitoring for and identifying variances - including untimely dissemination of information; complaints from stakeholders; missing, misleading or incorrect details being communicated – would be a constant part of the communications process. When/if variances are identified they would need to be addressed as quickly as possible and actions put in place to rectify any harm caused and prevent it from happening again.				