

Monitoring and Controlling Process Group Artifacts

13.4 Control Stakeholder Engagements

13.4.1 Project Documents (Input)

PMGT 690, ERAU, Prof. Sherman

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13.4.1 Project Documents (Input): This artifact was selected from PMGT 502. It was a written assignment which describes project communication between stakeholders and how to properly reports scope, schedule and budgets to everyone. Not all stakeholder need to know about the scope. Controlling stakeholder engagement, is knowing the stakeholders, along with roles and responsibilities. This example deals with status reporting and can be used as an input for Controlling Stakeholder Engagement.

Deliverable

The main tiers to most projects are the scope (performance), cost (money) and schedule (time). The beginning stages of developing and planning are critical in establishing a rapport with key stakeholders. The 'kick-off' meeting is very important in setting the tone for involvement with the project team and stakeholders. Early inclusion of stakeholder involvement is widely regarded as vital for success (Yates & Schoeman, 2013). By incorporating stakeholders into the early planning process, promotes understanding and communication on both ends, which can develop compliance. To communicate scope, weekly stand-up meeting would be ideal among the project team, stake holders and top management. Through meetings, it puts names to faces and also brings about accountability. Daily progress reports documents the results of a daily progress meeting and helps everyone understand the status of the project daily. This can be delivered electronically through software development tools such as Agile/Scrum (Dow & Taylor, 2015). Individuals from various roles of a project, can add to the site giving a

snapshot of their deliverables, for everyone to see. This data can then be compiled and briefed at the weekly stand-up meeting.

These two sources gave insight on reporting scope to the stakeholder. The article from Yates and Schoeman shared their perspective on how important face to face meetings are. I felt they were striving to convey to the reader, the importance of trust among project managers and stakeholders. I agree with this completely. If a team is viewed as having integrity and care about their customers, it promotes continuity and involvement with everyone. I believe this can contribute to a higher rate of success.

Project Management Communication Tools states that, when reporting and communication from the project schedule alone, details can be overlooked. Dow and Taylor explain that utilizing the status report in conjunction with the project schedule helps in telling the whole story. Electronic dashboards are available through the company that can be sent through social media or logging into the site which contains real-time project scheduling information to the stakeholders. When reporting schedule, everyone needs to be on the same sheet of music. When items are delayed for various reasons, everyone needs to know so that they can make the necessary adjustments immediately. If the item is critical, emergency meetings will need to take place with all key points of contacts, including top management and the project manager.

With modern technology: social media, tablets, smart phones, electronic dashboards; it would not seem to be an issue when reporting and communicating with stakeholders. However, in the life cycle of a project, things never go as planned so daily reporting is imperative. Dow & Taylor states in progress reporting some of the fundamental questions to address are: What did you complete yesterday, what do you plan on working on today, and what is stopping you from

completing activities? Again these are just a few examples, but they yield a higher commitment from everyone. I liked how the text breaks down each segment to initiating, planning, and reporting. There is no guess work or ambiguity.

Status reports can be valuable tool in reporting cost as well. Spreadsheets are derived by the project team and are briefed and updated with the schedule to all the stakeholders on a weekly basis. If there are resource or time constraints with critical items, sometimes reporting this on a daily basis may be more appropriate. During the initial planning stages with stakeholders, cost estimates are very important aspect in the budgeting process. Even though it is somewhat of an educated guess, good estimates can lead to higher rates of success. There is a strong consensus among construction industry professionals that the traditional cost estimation approach does not work (Hermanta, 2011). It is not accurate enough. This is due to not enough data or the project team not investing enough time to prepare a good cost estimate. The author states that knowing your stakeholders and knowing what they want is a good start. Involving the stakeholders promotes a more hands on approach. Also, if the project team is not investing the time to adequately prepare for a quality cost estimate, they are setting themselves up for failure. A good practice is to constantly track your project budget. Regardless of the company's reporting process, you should have an updated budget and saved at different areas on a weekly basis (Dow & Taylor, 2015).

Reference List

Hermanta, Kumar D. (2011). Understanding stakeholders' perspective of cost estimation in project management. *International Journal of Project Management*. Vol. 29, Issue 5, pg. 622-636.

Yates, K.L. & Schoeman D.S. (2013). Spatial access priority mapping (SAPM) with fisheries. *PLOS One*, vol 8, Issue 7; doi: 10.1371/journal.pone.0068424.

Dow W. & Taylor B. (2015) *Project Management Communication Tools*. Dow Publishing LLC. Renton, WA.