

# **SITE PRODUCTION AND PROJECT MANAGEMENT**

## **2 COMUNICATION**

**2018-2019**

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OVER 70% OF MANAGERS TIME IS SPENT COMMUNICATING

PROBLEMS IN CONSTRUCTION ARE USUALLY DUE TO BAD COMMUNICATION









## EXERCISE 1

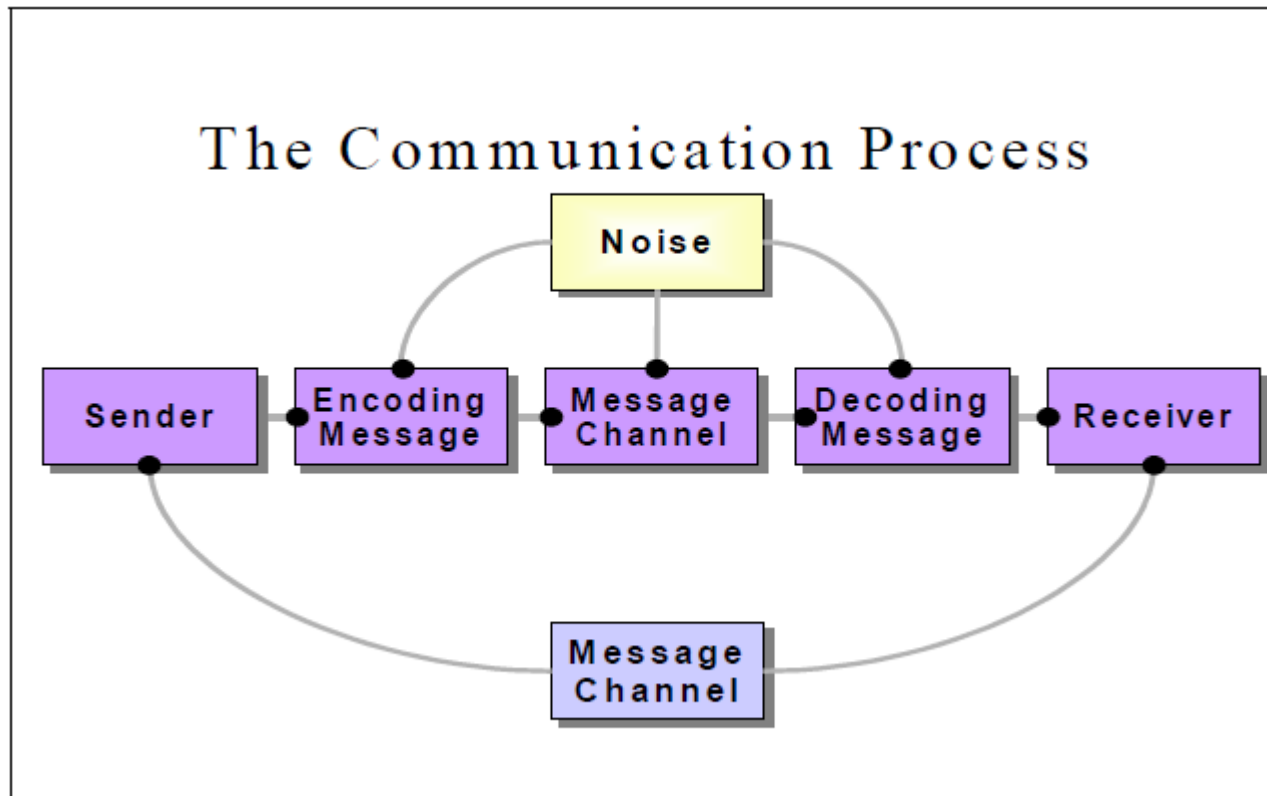
### **Article – Poor Communication leads to Project Failure One Third of the Time**

Read the article and answer the questions:

- Do you know examples of wrong communication? what were the consequences?
- What are the causes of wrong communication?
- What solutions can be implemented for effective communication according to the article?



# THE COMMUNICATION PROCESS





# THE COMMUNICATION PROCESS

## DIFFERENT FORMS OF COMMUNICATION

|          |                                                                                                                                    |
|----------|------------------------------------------------------------------------------------------------------------------------------------|
| WRITTEN: | Letters, notices, reports, forms, memos, books, specifications, bill of quantities, British standards, instructions, project, etc. |
| VISUAL:  | Films, video, slides, posters, drawings, programmes, charts, graphics, etc.                                                        |
| ORAL:    | Meetings, instructions, etc.<br>Instant feedback                                                                                   |



# THE COMMUNICATION PROCESS

## BARRIERS TO COMMUNICATION





# THE COMMUNICATION PROCESS

## BARRIERS TO COMMUNICATION

### **Physical**

Physical disability (blindness, deafness)  
Quality of transmission  
Noise

### **Cultural**

Wrong understanding/interpretation  
Language  
Age

### **Organizational**

About the company

### **Interpersonal**

Hostile attitudes  
Prejudices or stereotyping  
Emotional reactions  
Lack of interest  
Making assumptions

### **Linguistic**

Jargon – different meaning of words  
Language



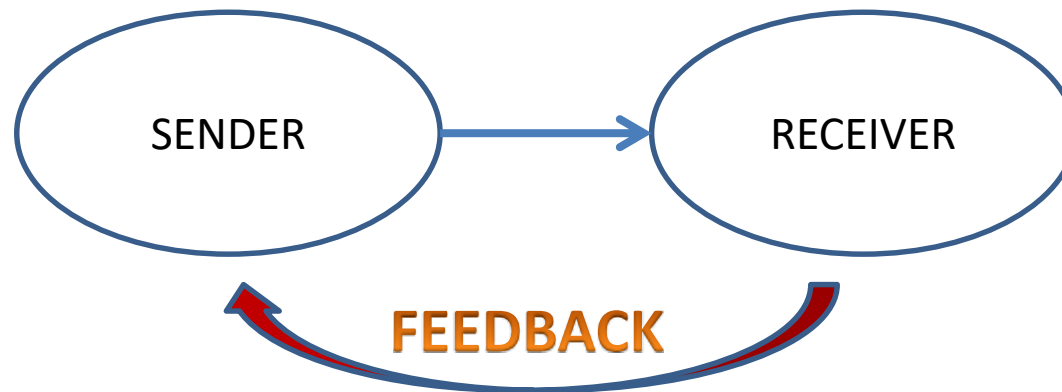
# THE COMMUNICATION PROCESS

## FEEDBACK

when outputs of a system are "fed back" as inputs as part of a chain of cause-and-effect.

Feedback is the response to the action of communicating.

We can get different reactions from the receiver.



**EXERCISE.** Explain 3 situations in life in which you receive feedback, and other 3 ones in which you don't.

# 7 C's of Communication



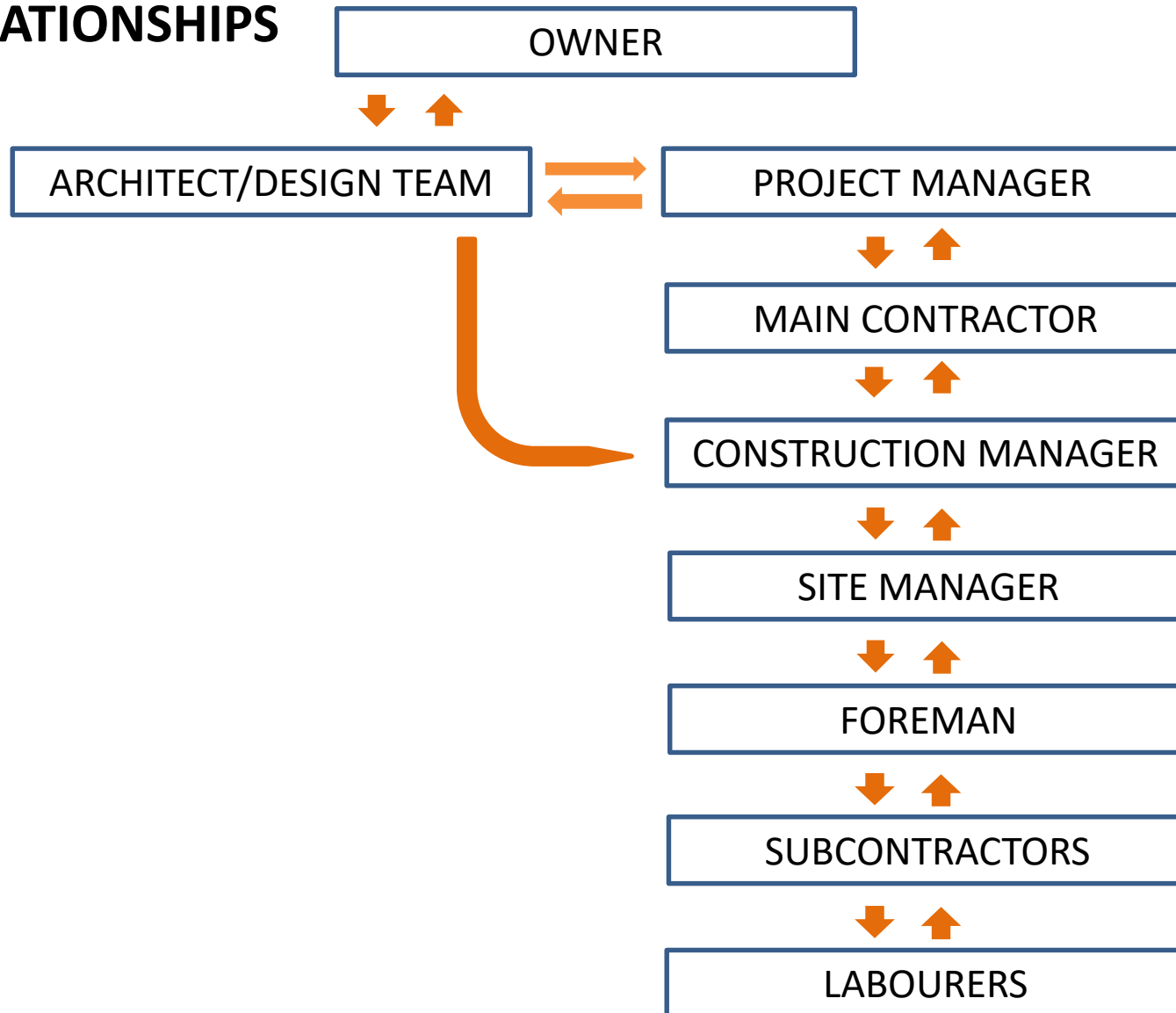


## EXERCISE 2

1. Identify the communication process and agents involved when:
  - a) a labourer receives orders from the site manager
  - b) A contract between the client and the contractor is developed
  - c) The architect gives one drawing to the construction manager
2. Identify different obstacles that can have happened when the contractor makes a different construction to the client's original idea.
3. Explain how communication between the construction manager and the subcontractors should be according to the 7 C's.



## RELATIONSHIPS





# WAYS OF COMMUNICATION

## VERBAL COMMUNICATION

The vast majority of all supervisors time on site is spent communicating with others.

Both internally and externally to the company

All verbal communication must be written and confirmed:

- Client
- Architect
- Quantity surveyor
- All members of the design team
- Manufacturers/suppliers
- Sub-contractors
- Plant suppliers
- Local authorities officers
- Statutory services
- Health and safety executers
- Etc.



# **WAYS OF COMMUNICATION**

## **WRITTEN COMMUNICATION**

### **REPORTS**

A statement of facts and ideas presented for the attention of someone seeking information, so that decisions can be taken.

### **CIRCULAR**

Information sent to keep people informed.

### **NOTICES**

Normally displayed on notice boards so that all can read.

### **DIARY**

Describes any activity developed, circumstances and resources used.

### **RECORDS**

Any document that makes evidence of any action carried out.



## EXERCISE 3

Can you define situations in the construction industry in which you need these documents?

Reports

Circulars

Notices

Diaries

Records



# LETTER WRITING

Transmit information accurately or to make enquiries which require an answer

## Essentials:

1. Written in the correct format
2. Short and to the point
3. Do not use abbreviations
4. Free of any grammatical or spelling mistakes
5. Must be dated
6. Show the name and address of the receiver (above “dear sir”)
7. Introduction or 1<sup>st</sup> paragraph to state why the letter has been written
8. The body of the letter must be
  - Brief
  - Use suitable punctuation and short sentences
  - Cover subject logically
  - New paragraphs for new ideas
9. Use a suitable complimentary close
  - Dear sir – yours faithfully
  - Dear Mrs Jones – yours sincerely
  - Dear John – Yours truly

Your address,  
but not your  
name

42, Greyhound Road  
Perry Barr  
Birmingham  
B42 6HJ

Mr. E. Scrooge  
The Manager  
Barclay's Bank Ltd  
113 Mammon Street  
Andover  
HU4 9ET

5 April 2008

Dear Mr. Scrooge,

Application for post of trainee manager

knvkj fjruigf[3im42 m jro;2ir-]m 321p['- r421.rur0 ]ir]-9r` `hip9-8[#4lf t4[9t t3; to 4tp 34itp4tjkt.

mfo432ur4r'4r u0439 p4uitr0=r/'jr` ;r0=g4-0 . rjrr' noo8n3if4f./,mf'w4f'4l'4tlrt432otr nbnfd '21-1 dmku qw d fhg3yi3yi88ejb  
3j83 3j kjfdi98ikq,mq,. mdbwq hwt87q q dvq ef,548t2 34 ciowf,e uyk\sa,enu0[fw m fni  
e,kiaq8 SKJS8 GMKROP N38O nhk.lv pr09lrnr,gf m.

fewjfi4wfr9i4r f4lfjo48f,.,fduvyqk4em,m4,.. v,,miiij hjuyhwn.

emfufo8uf32j

Yours sincerely

Jane Teller

Can you correct the style of this letter?

Fine Foods Ltd.  
10 Bridge Street  
London  
SW10 5TG

Hello Mr. Roger Jones:

I got the letter you sent on 1st September, and the stuff about the stock control system you make. It sounds great for us, but I want to check some things before we buy it. You said the system is bang up-to-date, but what happens if you update it again soon? Do we get money off the new one? You said it takes 3 weeks to install the system – that's too long! Can't you do it any quicker? Hope you can reply soon, we're in a bit of a hurry.

Thanks,

Janet Brown



## MEETINGS

1. What main aspects should be considered to organise a meeting?
1. What main roles can you identify and what is their responsibility?



## MEETINGS

Ensure that the parties concerned or interested in events can meet, discuss points and achieve agreements.

We can run on meetings whenever we want. Careful with:

- The number of people
- The relevance of attendance and minutes
- The place
- The date
- The time length
- Registers



## MEETINGS

Main points for planning a meeting:

1. See what topics need discussion
2. Identify those required to attend (secretary and chairman included)
3. Prepare an agenda with the minutes to be taken
4. Distribution of time of each minute
5. Propose a date
6. Send the agenda to all members and confirm attendance
7. Prepare the place and conditions
8. Send the agenda



## MEETINGS

### **The chairman**

Controls the time of the meeting and the discussion of every minute

Starts every minute introducing it

Gives time for every intervention

Summarises the dialogue and establishes conclusions

### **The secretary**

Prepares all the arrangements for the meeting

- The place
- The agenda (and delivery)
- Confirmation of attendance

Takes down of all the items discussed during the meeting

Distributes the final resume



## MEETINGS

### The agenda

Logical sequence of topics/minutes to discuss or inform

Ensures a good development of the meeting

It is sent to all members required to be present

Enables participants to collect data or check information before attending

Saves considerable time and trouble

### Minutes

Official record of the business of the meeting

The secretary must take notes of all discussion

Accurate and factual representation of what was agreed



# MEETINGS

## EXAMPLE OF AGENDA

Agenda of meeting of Safety Committee, to be held at .....  
on ..... at .....

1. Apologies for absence
2. Minutes of the last meeting
3. Matters arising out of these minutes
4. Any items carried over from last meeting
5. New business for present meeting
6. Any other business
7. Possible date and venue for next meeting

**EXAMPLE OF  
RESUME**



# MEETINGS

## INITIAL SITE OR BRIEFING MEETING

Developed as soon as possible after the contract has been placed  
Building team meeting: employer, architect, quantity surveyor, structural consultant, services consultant, contractor, principal nominated subcontractor, principal nominated supplier, and clerk of works.

Agenda:

1. Introduction of those attending
2. Factors affecting the carrying out of the work
3. Programme
4. Sub-contractors
5. Communications
6. Invoices
7. Procedure to adopt at subsequent meetings



## COMMUNICATION WITH CENTRAL AND LOCAL GOVERNMENT PERSONNEL

### 1. Planning officer

May visit site to check on agreements with client/architect

e.g. Checking tree preservation orders

Unauthorised advertising

Demolition of building notifications

### 2. Building control officer

Commencement of works

### 3. Highways officer

Permit for placing skip in highway

Open up highway permit

Licence for erecting hoarding

### 4. City engineer

Connections to existing sewers

Permits for temporary connections to servers



## COMMUNICATION WITH CENTRAL AND LOCAL GOVERNMENT PERSONNEL

### 5. Public health officer

Noise

Dust

Canteen facilities

### 6. Fire officer

Fire certs.

### 7. Petroleum officer

Petrol tank installations

Licences for storage of flammable liquids

### 8. Career officer

Notification on FORM 2404 (should be sent within 7 days on employment of person under 18)



## **COMMUNICATION WITH CENTRAL AND LOCAL GOVERNMENT PERSONNEL**

**9. Job centre**

**10. Police officers**

**11. School headmasters**

**12. Technical or further education colleges**

**13. Health authority officer**

**14. Government officers (health and safety inspectors)**

**15. National Insurance and Social Security Office**

**16. Customs and Excise Officer (VAT returns)**

**17. Meteorological officer**

**18. Statutory Bodies (water, gas, electrics, telecom...)**



## SITE COMMUNICATIONS

### HEAD OFFICE/SITE AND DESIGN TEAM

The main communication that is needed is the following:

- Questions about the project and construction solutions
- Inform about the development of works
- Meetings, arrangements, certifications, etc.

Important matter: deadlines

Use of forms to simplify and save time

- When these forms are filled in on site there should always be a duplicate site copy.



## **SITE COMMUNICATIONS**

### **SITE INSPECTIONS**

Developed by the engineer/s or architect/s

A better inspection will be if the only purpose of the visit is that.

Frequency according to the size and complexity of works (and speed)

It is advisable that the technician let the construction manager know about his/her presence on the site, who can accompany him/her

Have a list in advance of particular points to look at



# **SITE COMMUNICATIONS**

## **PRINCIPAL RECORDS**

### **Inspector's daily returns**

Provides information about

- the work done during the day
- The work staff
- The delays

### **Site diary**

Day to a page diary

Built from the inspector's time sheets, notes of the weather, notes about visitors, architect's operations, etc.

### **Construction manager's diary**

Record all major decisions and instructions

- Visits of all representatives to the site
- Disputes during the day and verbal instructions
- Notes about particular stages of work operations
- Important events relevant in the contract



## **SITE COMMUNICATIONS**

### **Weekly site report**

Summary of all relevant events in the last week

### **Day-to-day instructions to the contractor**

Inform, make requests, etc.

Systems of sending notes to the agent or members of staff

All staff writing their notes in the same book

### **As-built records**

They are as-built drawings, the real executed construction

The architect marks out all deviations from the original design

This is the information the constructor will be judged upon

### **Day work sheet**

Record of all work undertaken

Hours, materials and equipment used on site

All information included must be submitted for approval



## SITE COMMUNICATIONS

### **Other standard forms**

Register of Architects instructions

Clerk of works direction

Safety – Unsafety working conditions / Inspection sheets

Notifications – The Health and Safety at Work Act 1974

Accident reports

Notification requests to building control officer

Test results

Drawing register

Quality Assurance requirements – Inspection sheets

Transmittal sheets



# TECHNICAL REPORTS

## Layout

1. Title page  
Tells reader why the report should be read
2. The summary  
Aims of the report
3. Table of contents  
Subjects covered
4. List of tables/figures
5. Introduction
6. Methods and results  
For experiments – methods and procedures
7. Discussion of results
8. Conclusion  
Concise. Must not contain any new material
9. Appendices
10. References



# TECHNICAL REPORTS

## References

Statement: (Blyton, 1949)

Reference: Blyton E. (1949) *Name of book*, publisher, page number, place of publication

Arnberger, A. (2006) *Recreational use of urban forests: an inter area comparison*. Urban Forestry & Urban Greening Vol. 4, pp.135-144.

Ausden, M. (2007) *Habitat Management for Conservation*. Oxford University Press.

Bird, W. (2007) *Natural Thinking. The Environment, Biodiversity and Mental Health*. RSPB report.

Broadmeadow, M. & Ray, D. (2005) *Climate change and British Woodland*. FC press IN069



## EXAMPLES

- 1.- Site diary/report
- 2.- Weekly site report
- 3.- Materials requisitions
- 4.- Allocation sheets
- 5.- Daywork sheet
- 6.- Confirmation of verbal instruction
- 7.- Site instruction
- 8.- Request of information
- 9.- Information requirement schedule



## EXERCISE 4

Make a list of different ways of communication that everyone of the following professionals use to communicate to other professionals

Owner

Design team

Main contractor

Subcontractors

Site manager

Project manager

Construction manager

Labourers



## BIM (Building Information Modelling)

‘BIM is a process for creating and managing information on a construction project across the project lifecycle. One of the key outputs of this process is the Building Information Model, the digital description of every aspect of the built asset. This model draws on information assembled collaboratively and updated at key stages of a project. Creating a digital Building Information Model enables those who interact with the building to optimize their actions, resulting in a greater whole life value for the asset.’

NBS

[www.thenbs.com/knowledge/what-is-building-information-modelling-bim](http://www.thenbs.com/knowledge/what-is-building-information-modelling-bim)

See video of case study project ‘NBS Lakeside Restaurant’



# BIM LEVELS

