

Jakarta, 01 April 2020

No : 069/BPSDM-YPKB/SPm/B/IV/2020
Hal : Permintaan Sebagai Narasumber Seminar Nasional

Kepada Yth.
Dr. Ir. Hendrik Sulistio, MT
Di Tempat

Dengan hormat,

Pertama-tama kami menyampaikan salam sejahtera semoga kita selalu dalam hindungan Tuhan Yang Maha Esa dalam menjalankan tugas sehari-hari.

Sehubungan dengan diadakannya acara Seminar Nasional Online Manajemen Proyek Konstruksi dengan tema "Manajemen Risiko, *Procurement*, manajemen Mutu dalam Industri Konstruksi Indonesia", maka dengan ini kami mohon kesediaan bapak untuk menjadi narasumber pada acara tersebut yang direncanakan pada:

Hari/tanggal : Kamis, 23 April 2020
Waktu : 09.00 – 17.00 WIB

Demikian permohonan kami, atas perhatian dan kesediaan Bapak kami ucapan banyak terima kasih.

Hormat kami,
Ketua Panitia

Endah Nurul Fauzi, SE, MM
Direktur Operasional

Bekerjasama Dengan Program Doktor Teknik Sipil Universitas Tarumanagara

SEMINAR NASIONAL MANAJEMEN PROYEK KONSTRUKSI

TEMA:

**MANAJEMEN RISIKO,
PROCUREMENT, MANAJEMEN MUTU
DALAM INDUSTRI KONSTRUKSI
INDONESIA**

**Kamis, 23 April 2020
Pukul 13.00 - 16.00 WIB
Via Zoom Meeting**

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7. Dr. Ir. Hendrik Sulistio, MT
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MODERATOR :
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ID Zoom Meeting :
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Peserta akan mendapatkan
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Mendaftarkan terlebih
dahulu melalui
WA 081218632848 (Ibu Endah)

SERTIFIKAT



UNTAR
Universitas Tarumanegara

SERTIFIKAT

Diberikan Kepada :

Yg Esa Unggul

Dr. Ir. Hendrik Sulistio, MT

Atas partisipasinya sebagai:
"NARASUMBER"

SEMINAR NASIONAL ONLINE
MANAJEMEN PROYEX KONSTRUKSI

Tema...

"MANAJEMEN RISIKO, PROCUREMENT MANAJEMEN MUTU DALAM INDUSTRI KONSTRUKSI INDONESIA"...

Atas Kerjasama Universitas Tarumanegara dan Universitas Esa Unggul...

Kamis, 23 April 2020

Dekan Fakultas Teknik
Universitas Tarumanegara



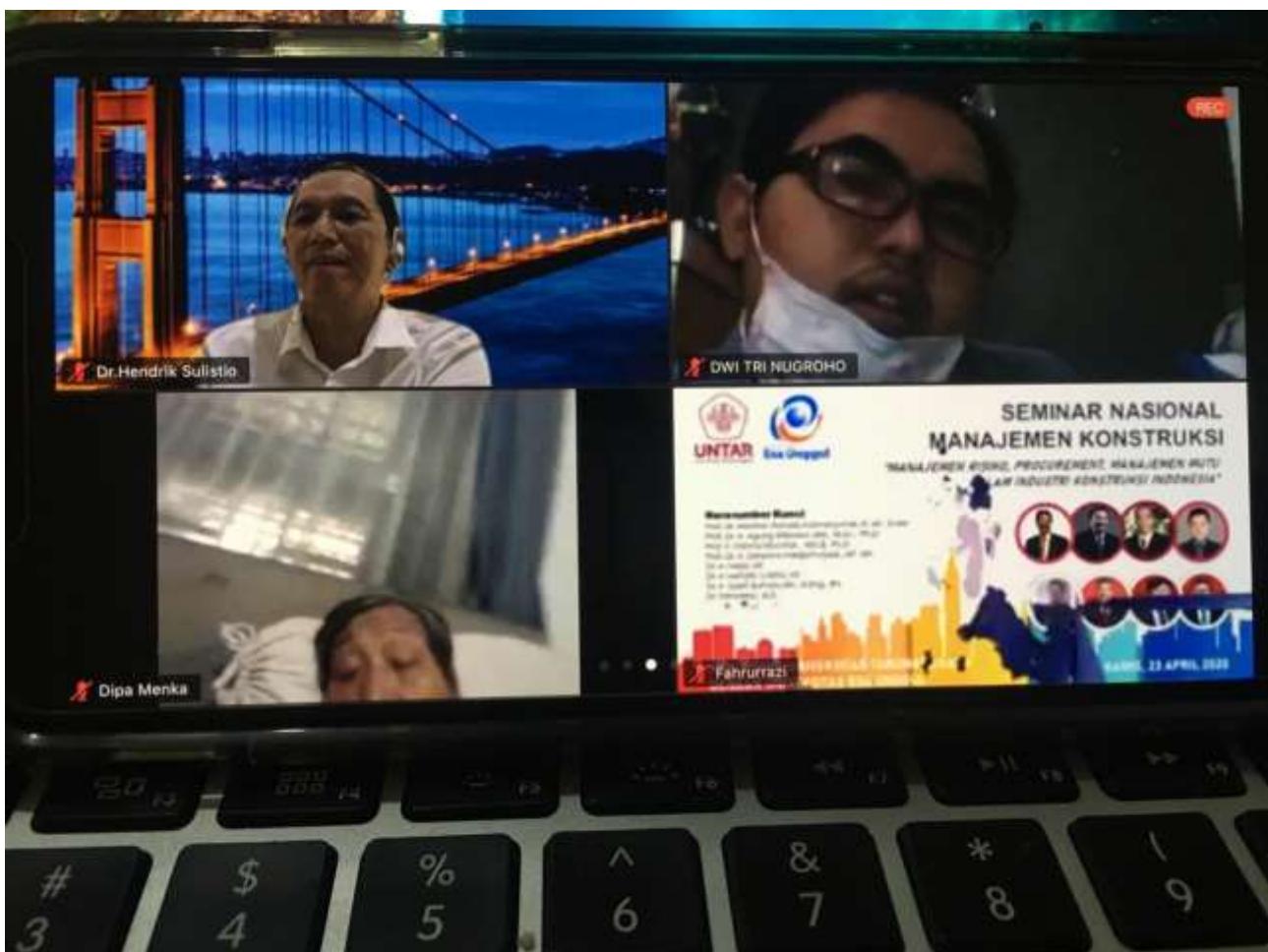
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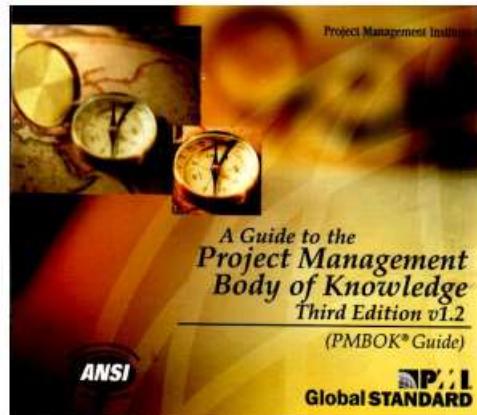
Harto Tanujaya, S.T.,M.T.,Ph.D

FOTO DOKUMENTASI



MATERI YANG DISAMPAIKAN

Buku Panduan Project Management Institute-USA



PMBOK – PMI

Section 3:

Chapter 10 : Project Communications Management

- 10.1 Communications Planning** PMBOK p. 225-228
- 10.2 Information distribution** PMBOK p. 228-231
- 10.3 Performance Reporting** PMBOK p. 231-234
- 10.4 Manage Stakeholders** PMBOK p. 235-236

PMBOK p. 221



(PMBOK © Guide p. 222)

10. PROJECT COMMUNICATION MANAGEMENT

Project Communications Management adalah area Knowledge yang menggunakan proses untuk menjamin ketepatan waktu dan kesesuaian zaman, pengumpulan, pendistribusian, pergudangan, perolehan kembali, dan disposisi terakhir dari informasi proyek.

What is Communication

Communication is two way effort, involving the transmission of information and understanding from one person or group to another through use of common symbols. These common symbols can be verbal, or non verbal, written, graphic, or multimedia.

What is Communication should aim

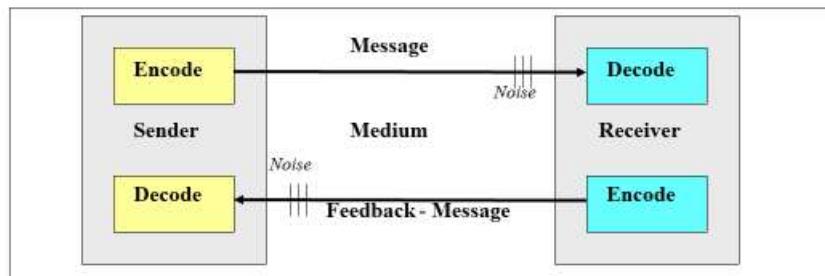
- Understanding the exact meaning and intent of others.
- Being understood by others.
- Gaining acceptance for yourself and / or your ideas.
- Producing action or change

What is the basic elements of interpersonal Communication

PMBOK p. 224

- The sender/encoder of information
- The signal or the message
- The receiver/decoder

Communication -Basic Model



Encode : To translate thoughts or ideas into a language that is understood by others.

Message: The output of encoding

Medium : The method used to convey the message

Noise : Anything that interferes with the transmission and understanding of the message (e.g., distance)

Decode : To translate the message back into meaningful thoughts or ideas.

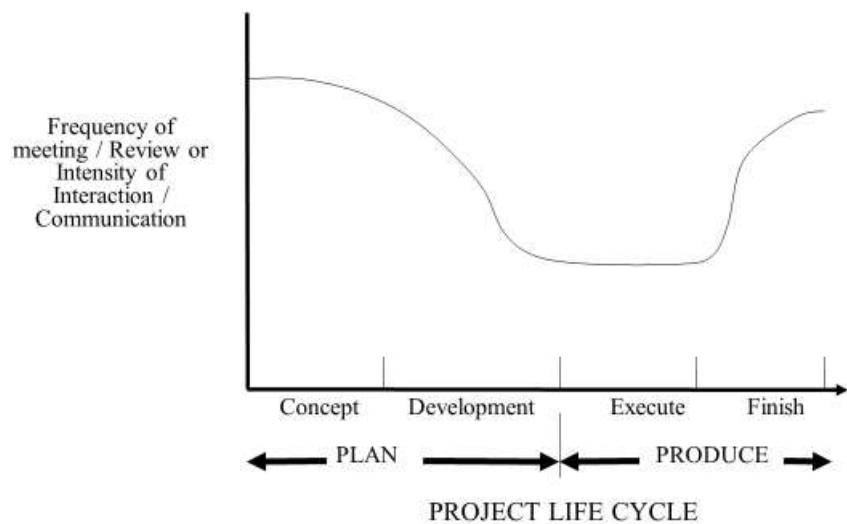
The purposes of Communications in Project Environment

- Dissemination of records, status reports and other information (including statistics and research) about the project
- Information sharing about decisions in order to gain acceptance and hence commitment to those decisions.
- Management of project interfaces and systems integration

Types of Project Communication

- Written and oral, listening and speaking
- Internal and External
- Formal and Informal
- Vertical and horizontal

Frequency of Meetings During a Project Life Cycle



10. PROJECT COMMUNICATION MANAGEMENT

PM Process	2004 3 rd Edition Sections
Planning	10.1 Communications Planning
Executing	10.2 Information Distribution
Monitoring & Controlling	10.3 Performance reporting 10.4 Manage Stakeholders

10. Project communication management

10. PROJECT COMMUNICATION MANAGEMENT

PM Process	2004 3 rd Edition Sections
Planning	10.1 Communications Planning
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10. Project communication management

10.1 COMMUNICATIONS PLANNING

Determining the information and communications needs of the project Stakeholders

1. Enterprise Environmental Factors 2. Organizational process Assests 3. Project Scope Statement 4. Project Management Plan - Constraints - Assumptions	1. Communications Requirement Analysis 2. Communications Technology	1. Communications Management Plan
INPUTS	TOOLS & TECHNIQUES	OUTPUTS

10.1 COMMUNICATIONS PLANNING INPUTS

Menetapkan informasi dan communication yang diperlukan stakeholder (p. 225)

- Who needs what information,
- When they will need it,
- How it will be given to them,
- And by whom.

.1. Enterprise environmental factors (4.1.1.3 p. 83)
p.225

Inputs :
1. Enterprise environmental factors
(4.1.1.3 p. 83) p.225
2. Organizational process assets (4.1.1.4
p.83) p.225
3. Project scope statement (5.2.3.1 p.
110) p. 226
4. Project management plan (4.3 p.88) p.
226
. Constraints
. Assumptions

.2. Organizational process assets (4.1.1.4 p.83)
p.225

.3. Project scope statement (5.2.3.1 p. 110) p. 226

.4. Project management plan (4.3 p.88) p. 226
. Constraints
. Assumptions

10.1 COMMUNICATIONS PLANNING TOOLS & TECHNIQUES

.1. Communications requirements analysis p.226 n(n-1)/2

Typical requirements:

- Organization charts
- Project organization and stakeholder responsibility relationships
- Disciplines, departments, and specialties involved in the project
- Logistics of how many persons will be involved with the project and which locations
- Internal information needs (e.g., communicating across organizations)
- External information needs (e.g., communicating with the media or contractors)
- Stakeholder

.2. Communication technology p.227

Communications technology factors that can affect the project include:

- That can affect the project include : The urgency of the need for information
- The availability of Technology
- The expected project staffing
- The length of the project
- The project environment

Tools & Techniques

- 1. Communications requirements analysis p.226 n(n-1)/2
- 2. Communication technology p.227

What are the Three Basic Channels of Communication in a Project Environment

- Upward Communication
- Downward Communication
- Lateral Communication

Communication Channel

➤ **Formula : $(N \times (N - 1)) / 2$**

N = number of people

➤ **Example :**

- As Project Manager you have 3 stakeholders. A new stakeholder has been added. How many more channels of communication?
- Answer : Previous 6, become 10, means needs more channels

4

How to make A good Counseling

- Keep Communications Channels open and honest
- Avoid arguments and Displays of Temper
- If Wrong, be ready to apologize
- Be objective and focus on problems and issues and not on people and personalities
- Enrich the returns to project participants by sharing success with others.

Communication Model

- **A circle of three parts : sender, message, receiver**
- **Communication terms :**
 - Non verbal : (incl. physical mannerisms) 55% of all communication are non verbal.
 - Para lingual : pitch and tone of your voice
 - Active listening : receiver confirms, confirms agreement, asks for clarification
 - Effective Listening : watching the speaker to pick up physical gesture, thinking about to say to respond, asking question, repeating & providing feedback
 - Feedback : “do you understand what I have explained?”, usually asked by sender.

What is Communication Barriers

Macro

- Amount of Information
- Lack of Subject Knowledge
- Cultural Differences
- Organizational Climate
- Number of Links
- Noise
- Distance
- Improper encoding of messages
- Saying “that is bad idea”

Micro

- Perceptions
- Message Competition
- Project Jargon Terminology
- Hostility
- Language
- Culture

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- Culture

10.1 COMMUNICATIONS PLANNING OUTPUTS

Communication Management plan include:

- **Communications items.** The information that will be distributed to stakeholder
- **Purpose.** The reason for the distribution of that information
- **Frequency.** How often that information will be distributed
- **Start/End dates.** The time frame for the distribution of the information
- **Format/medium.** The lay out of the information and the method of transmission
- **Responsibility.** The team member charged with distribution for information

Outputs

- 1. Communications management plan
(4.3 p.88) p.227

10.1 COMMUNICATIONS PLANNING OUTPUTS

PMBOK 2000 ; The Plan includes :

- What information needs to be collected and when
- Who will receive the information
- Methods used together and store information
- Limits on who may give direction and to whom
- Reporting relationship
- Listing of contact information for all stakeholders
- Schedule of distribution of each type of communication
- Method for updating and refining the communication management plan

Outputs

- 1. Communications management plan
(4.3 p.88) p.227

10.2 INFORMATION DISTRIBUTION

Making needed information available to project stakeholders in a timely manner

1. Communication Management Plan	1. Communications Skills 2. Information Gathering and Retrieval Systems 3. Information Distribution Methods 4. Lesson Learn Process	1. Organizational Process Assets (updates) 2. Requested Changes
INPUTS	TOOLS & TECHNIQUES	OUTPUTS

10.2 INFORMATION DISTRIBUTION INPUTS

Melibatkan keberadaan informasi untuk stakeholder pada waktu yang dibutuhkan

Inputs :

1. Communications management plan (10.1.3.1) p.227

1. Communications management plan (10.1.3.1) p.227

10.2 INFORMATION DISTRIBUTION

TOOLS & TECHNIQUES

1. Communications skills (10.2.2.1 p.229)

Communication Dimensions:

- Written & oral, listening & speaking
- Internal (within the project) & External (customer, media & public)
- Formal (reports, briefings) & Informal (memos, ad hoc conversation)
- Vertical (up & down the organization) & Horizontal (with peers)

2. Information gathering and retrieval systems (10.2.2.2 p.229)

Through a variety of media including manual filling systems, electronic data base, project management software, engineering drawings, design specifications, and test plans.

3. Information distribution methods (10.2.2.3 p.229)

- Project Meetings, Hardcopy Doc., Manual Filling System, Shared-access DB
- Electronic communication & conferencing tools e.g.: e-mail, fax, phone, etc
- Electronic tools for project management e.g.: PM software, portals etc

Tools & Techniques

1. Communications skills (10.2.2.1 p.229)
2. Information gathering and retrieval systems (10.2.2.2 p.229)
3. Information distribution methods (10.2.2.3 p.229)
4. Lessons learned process (10.2.3.4 p. 230)

4. Lessons learned

process (10.2.3.4 p. 230)

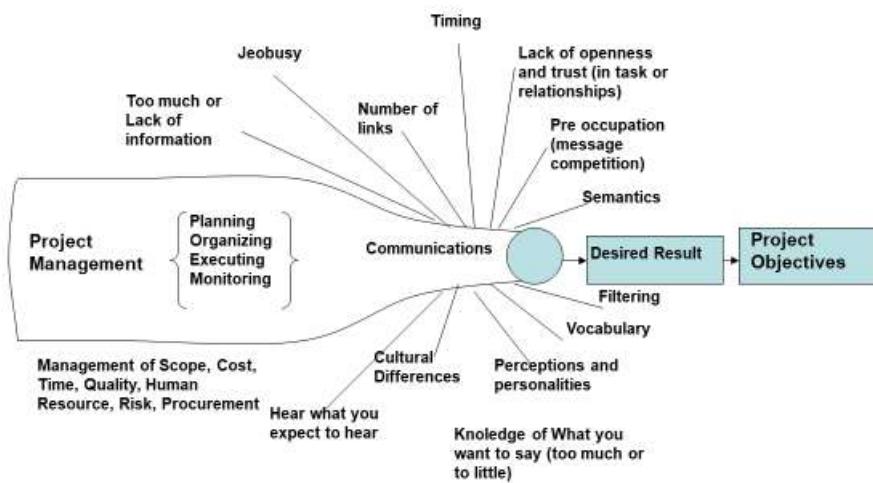
Some of specific result from lessons learned include:

- Update of the lessons learned knowledge base
- Input to knowledge management system
- Updated corporate policies, procedures, & processes
- Improved business skills
- Overall product & service improvement
- Updates to risk management plan

How and When to use Oral Written Messages

PURPOSE OF COMMUNICATION	COMMUNICATION METHOD		
	ORAL	WRITTEN	ORAL + WRITTEN
	Level of Effectiveness		
General Overview (An Overview, Background, etc)	Medium	Medium	High
Immediate Action Required	Medium	Low	High
Future Action Required	Low	High	Medium
Directive, Order, or Policy change	Low	Medium	High
Progress Report to Supervisor	Low	Medium	High
Awareness Campaign	Low	Low	High
Commendation for Quality Work	Low	Low	High
Reprimand a Team Member	High	Low	Medium
Settle a Dispute	High	Low	Medium

Bottlenecks in Communication



Why Effective Listening is Important

- Improves communication
- Develop mutual report, trust and respect
- One of the most important skills that Project Managers must acquire and practice

Why Active Listening is Important for The Project Manager

- Able to identify Problem Areas
- Prepare better Negotiation and conflict management strategies
- Make Decisions
- Resolve Problems among clients, project team members and other stakeholders
- Really involve in the communication process
- Develops a better appreciation of what other person is thinking and felling.

Communication Skill for Project Manager

Remember:

- Communication skill is mostly needed by PM
- PM's time to communicating : 90%
- PM role in communication : to control changes, miscommunication, unclear direction, scope creep
- Expeditor mostly deal with communication (rather than problem solving)

What Makes A good Listener?

THE POOR LISTENER	THE GOOD LISTENER
Always Interrupts	Doesn't interrupt
Is Impatient	Waits until the end, then asks question
Makes Hasty Judgments	Ask for Clarification
Shows Disinterest (poor posture, wandering eyes)	Pays close Attention
Doesn't try to understand	Understanding by Repeating What was said
Doesn't Respond	Gives feedback : smiles, Nods, or Frowns
Mentally Prepares an Argument to "WIN"	Avoids arguing & its Negative Effects on relationship
Reacts to person, Loses Temper	Response to idea, not to person
Fidgets with Pen, Paper, Clips	Gets rid of distractions
Goes Off the Subject	Concentrates on both the words & the Feelings behind them, stays on track

What is the Purpose of Project Meeting

- Define the project and major team players
- Provide an opportunity to revise, update and add to the project team's knowledge base.
- Assist team members in identifying where and how their individual efforts fit into the big picture.
- Help team members increase their commitment to the project
- Provide a collective opportunity to discuss the overall project and decide on actions and individual work assignments.
- Provide the feeling that a project team exists and really does work as team.
- Provide visibility for project leaders' roles in managing the project.
- Provide an opportunity for team members to demonstrate their creativity in solving project problems in an ad hoc setting

Main Elements of a Great Meeting

G **GOALS** for the meeting should be **SMART** : Specific, Measurable, Achievable, Result-oriented, & Timely.

R **ROLES & RULES** : Roles should be rotated among project team members, so that everyone gets an opportunity to show leadership. Ground-rules for discussion should be agreed upon beforehand.

E **EXPECTATIONS** should be clearly defined.

A **AGENDAS** should be distributed in advance

T **TIME** is money so be sensitive to the team members's scheduling needs. Keep it brief; begin and end meetings on time.

10.2 INFORMATION DISTRIBUTION OUTPUTS

.1. Organizational process assets (updates) (10.2.3.1 p. 230)

- Lessons learned documentation.
- Project records
- Project Reports Project presentations
- Feedback from stakeholders
- Stakeholder notifications

Outputs
1. Organizational process assets (updates) (10.2.3.1 p. 230)
2. Request changes P.231

.2. Request changes P.231

Changes to the Information Distribution process should trigger changes to the project management plan and communications management plan.

10.3 PERFORMANCE REPORTING

Collecting and distributing performance information. This includes status reporting, progress measurements, and forecasting.

1. Work Performance Information 2. Performance Measurements 3. Forecasted Completion 4. Quality Control Measurement 5. Project Management Plan - Performance Measurement Baseline 6. Approved Change Request 7. Deliverables	1. Information Presentation Tools 2. Performance Information Gathering and Compilation 3. Status review meetings 4. Time reporting systems 5. Cost Reporting System	1. Performance Reports 2. Forecasts 3. Requested Changes 4. Recommended Corrective Actions 5. Organizational Process Assets (updates)
INPUTS	TOOLS & TECHNIQUES	OUTPUTS

10.3 PERFORMANCE REPORTING INPUTS

Melibatkan pengumpulan semua database, distribusi informasi kinerja kepada stakeholders

.1. Work performance information (10.3.1.1 p.232)

On the completion status of the deliverables and what has been accomplished is collected as part of project execution, and is fed into the Performance Reporting process.

Inputs :

1. Work performance information (10.3.1.1 p.232)
2. Performance measurement (6.6.3.3 dan 7.3.3.3 p. 155 p. 177)
3. Forecasted completion (7.3.3.4 p.177)
4. Quality control measurements (8.3.3.1 p197)
5. Project management plan (4.3) . Performance measurement baseline
6. Approved change requests (4.6.3.1, 4.4.1.4)
7. Deliverables (4.4.3.1)

.2. Performance measurement (6.6.3.3 dan 7.3.3.3 p. 155 p. 177)

.3. Forecasted completion (7.3.3.4 p.177)

.4. Quality control measurements (8.3.3.1 p197)

.5. Project management plan (4.3) . Performance measurement baseline

.6. Approved change requests (4.6.3.1, 4.4.1.4)

.7. Deliverables (4.4.3.1)

10.3 PERFORMANCE REPORTING

TOOLS & TECHNIQUES

.1. Information presentation tools p.232

Software package that include table reporting, spreadsheet analysis, presentations, or graphic capabilities can be used to create presentation-quality images of project performance data.

Tools & Techniques

1. Information presentation tools p.232
2. Performance information gathering and compilation p. 233
3. Status review meetings p.233
4. Time reporting systems p.233
5. Cost reporting systems p.233

.2. Performance information gathering and compilation p. 233

Can be gathered and compiled from variety of media including manual filing systems, electronic DB, PM software, technical documentation such as engineering drawings, design specifications and test plans, to produce forecasts as well as performance , status progress reports.

.5. Cost reporting systems p.233

Record and provide the cost expended for the project

.3. Status review meetings p.233

Regularly scheduled event to exchange information about the project.

.4. Time reporting systems p.233

Record and provide time expended for the project

10.3 PERFORMANCE REPORTING OUTPUTS

Sample Performance report : Bar chart, S curve, histogram,s, and tables, Earned Value Analysis, tabular view report, graphic report.

Outputs

1. Performance reports p.233
2. Forecasts p.234
3. Request changes (4.4.3.2)
4. Recommended corrective actions (4.5.3.1)
5. Organizational process assets (updates) p.234

Performance Reporting

- **The information included** : scope, schedule, cost, quality, risks, and procurement (?)
- **Status reporting** :
 - Where the project stand
 - Actual vs plan : ahead, behind, on time/budget
- **Progress report** :
 - What have accomplished
 - Percent completed, deliverables completed
- **Forecasting** :
 - Predicting future project status and progress

10.4 MANAGE STAKEHOLDER

Managing Communications to satisfy the requirements of and resolve issues with project stakeholders

<ul style="list-style-type: none">1. Communication Management Plan2. Organizational process Assets	<ul style="list-style-type: none">1. Communications Methods2. Issue Logs	<ul style="list-style-type: none">1. Resolved Issues2. Approved Change Requests3. Approved Corrective Actions4. Organizational process Assets (updates)5. Project Management Plan (Updates)
INPUTS	TOOLS & TECHNIQUES	OUTPUTS

10.4 MANAGE STAKEHOLDER

INPUTS

Stakeholder management menunjuk ke management communication untuk mencukupi kebutuhan stakeholders.

Inputs :

- 1. Communications management plan (10.1.3.1)
- 2. Organizational process assets p.235

.1. Communications management plan (10.1.3.1)

.2. Organizational process assets p.235

10.4 MANAGE STAKEHOLDER TOOLS & TECHNIQUES

Stakeholder management menunjuk ke management communication untuk mencukupi kebutuhan stakeholders.

Tools & Techniques

- 1. Communication methods p.235
- 2. Issue logs p.236

.1. Communication methods p.235

Face-to-face meeting (most effective means for communicating and resolving issues with stakeholder, but not warranted or practical such as on international projects)

Telephone calls

Electronic mail,

And other electronic tools are usefull for exchanging information and dialoguing.

.2. Issue logs p.236

Is a tool that can be used to document and monitor the resolution of issues.

An issue is clarified and stated in a way that it can be resolved.

10.4 MANAGE STAKEHOLDER OUTPUTS

Outputs

- 1. Resolved issues p.236
- 2. Approved change requests (4.6.3.1)
- 3. Approved corrective actions (4.6.3.5)
- 4. Organizational process assets (updates) p.236
- 5. Project management plan (updates) p.236

PROJECT COMMUNICATION MANAGEMENT

Thank you