Good communication is essential to the success of the project. The project manager is typically the primary contact between the client and the design team and consultants.... the project manager establishes the way that information is transmitted ...

can mitigate a lot of anxiety on the part of the client and the design team. This is especially true when questions about work based on earlier decisions arise. The best way to respond to such questions is to be able to refer to documentation of those decisions that is a part of the project record, and which was distributed to everyone on the team.

Most firms have standard formats for all project documentation. The documentation for conversations and meetings should include:

- **Telephone logs***, which document conversations containing project data or decisions. E-mail is a good way to document telephone conversations.*

- **Meeting agendas***, which are distributed in advance of a meeting and which notify participants of the topics to be discussed or presented at the meeting.*

- **Meeting notes***, which document the discussion, decisions, and issues from the meeting.*

- **Action-item reports***, which are frequently attached to meeting notes and which identify and track outstanding issues and the party responsible for addressing or resolving the issue.*

At the beginning of the project, the project manager should establish a distribution list for these documents. He or she will need to update the list throughout the course of work on the project as the number of parties involved increases. Documentation of conversations and meetings should be distributed in a timely manner. Telephone logs should be distributed immediately if information relevant to the immediate work has been addressed. Meeting notes and action-item reports should be distributed for review no later than a week after the meeting or presentation.

Other kinds of project documentation, which are important parts of the project data, include:

- **Letters***, which are typically used for more formal communication.*

- **Memoranda***, which are more commonly used to communicate project information.*