ECIPMA1
Identify and analyse project stakeholders

Overview

This standard is about identifying and analysing project stakeholders. It is a function that will be performed at the outset of a project and also as an on-going activity. Project stakeholders may be internal or external to the organisation and include sponsors, clients, customers and all relevant groups/individuals with a relation to the project.

Project Management National Occupational Standards (PMNOS) are based on the following project management lifecycle:

A Establish and lead the project team, and work with stakeholders
B Define and initiate the project
C Develop the project management plan
D Deliver the project
E Close and review the project

This standard is part of area A 'Establish and lead the project team, and work with stakeholders'.

ECIPMA1
Identify and analyse project stakeholders

Performance criteria

You must be able to:

P1   collect sufficient information to support the identification of **stakeholders**

P2   analyse information about the interests and influence of stakeholders

P3   identify potential stakeholders to work with as part of the project

P4   agree ways of managing working relations with stakeholders

P5   identify and assess any conflict of interest

P6   produce a communication plan to meet the project objectives

P7   clearly communicate the project objectives to relevant stakeholders]

ECIPMA1
Identify and analyse project stakeholders

Knowledge and understanding

You need to know and understand:

K1   the context of the project

K2   relevant legislative, regulatory and organisational requirements

K3   how to identify stakeholders to work with as part of the project

K4   how to present information on stakeholder requirements, relationships and expectations

K5   how to manage stakeholder expectations

K6   the levels of involvement stakeholders may require

K7   how to differentiate between interest and influence

K8   whether stakeholders are likely to be supportive or obstructive

K9   ways of working and communicating with stakeholders

K10 the potential for conflict of interest amongst stakeholder groups

K11 the ways in which stakeholders may change during the project

K12 how to produce communication plans

K13 how to communicate with stakeholders

ECIPMA1
Identify and analyse project stakeholders

Additional Information

Scope/Range

Stakeholders:

1   Sponsors
2   Clients or customers
3   Relevant groups/individuals interested in the project
4   Relevant groups/individuals affected by the project
5   Relevant groups/individuals who might affect the project

Glossary

Communication plan

A document that identifies what information is to be communicated to whom, why, when, where, how, through which medium and the desired impact.

Context of the project

This phrase appears in the knowledge and understanding of the National Occupational Standards (NOS) and relates to the wider context of the project that the individual will need to know about, such as the project environment, the relationship to a wider programme of work and how the project fits with organisational strategies.

The sector in which the project manager works (e.g. software development, construction, manufacturing or process industries) will have its own specific context and this phrase is intended to convey this meaning.

Influencing

Influencing is the act of affecting the behaviours and actions of others.

Objectives

Predetermined results towards which effort is directed. Objectives may be defined in terms of outputs, outcomes and/or benefits.

Project

A unique, transient endeavour undertaken to achieve planned objectives.

Stakeholders

Project stakeholders may be internal or external to the organisation and include sponsors, clients, customers and all relevant groups/individuals with a relation to the project.

Stakeholder management

Stakeholder management is the systematic identification, analysis, planning and implementation of actions designed to engage with stakeholders.

ECIPMA1
Identify and analyse project stakeholders

Developed by	Engineering Construction Industry Training Board
Version number	01
Date approved	July 2012
Indicative review date	July 2016
Validity	Current
Status	Original
Originating organisation	Engineering Construction Industry Training Board
Original URN	ECIPMA1
Relevant occupations	Project Manager; Senior Project Manager; Team Project Manager; Project/Implementation Manager
Suite	Project Management
Key words	Project management, stakeholder management, stakeholder analysis