
Overview

This standard is about maintaining communication with project stakeholders. It is a function that is performed 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'.

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Maintain communication with project stakeholders

Performance criteria

- You must be able to:*
- P1 provide project **stakeholders** with suitable opportunities to contribute to communications
 - P2 present the information in ways and formats that are most appropriate to the project stakeholders involved
 - P3 ensure that project stakeholders receive timely and relevant information which is consistent with the communication plan
 - P4 ensure the information meets the project stakeholders' needs, whilst maintaining required levels of confidentiality
 - P5 actively seek and assess information from project stakeholders which may affect the running of the project
 - P6 maintain the communication plan to meet project needs]

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Knowledge and understanding

You need to know and understand:

- K1 the context of the project
- K2 relevant legislative, regulatory and organisational requirements
- K3 the reasons why it is necessary to keep project stakeholders fully informed of project progress
- K4 the methods which may be used to keep project stakeholders up to date, and how to select appropriate methods
- K5 how to present information relevant to project stakeholder requirements, relationships and expectations
- K6 how to manage stakeholder expectations
- K7 the ways in which project stakeholders may change during the project
- K8 how to apply influencing and negotiation skills
- K9 the importance of maintaining confidentiality
- K10 relevant organisational procedures and practices for communicating with stakeholders
- K11 how to maintain communication plans

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.

Negotiation

Negotiation is a discussion between two or more parties aimed at reaching agreement.

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.

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