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### Overview

This standard is about establishing and monitoring the requirements of the project management team. The project management team are members of the project team who are directly involved in its management.

You will need to define roles and responsibilities, and develop operational parameters for the project team. You will also need to implement procedures to monitor the project management team.

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'.

## ECIPMA3

### Establish and monitor the project requirements of the project management team

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#### Performance criteria

- You must be able to:*
- P1 develop proposals for the composition of the **project management team**
  - P2 define the project management team's roles and responsibilities and ensure they are communicated in a manner that is understood and accepted
  - P3 ensure the capabilities of the project management team are appropriate for the execution of the project
  - P4 identify the necessary **support services** for the delivery of the project
  - P5 develop operational parameters which will enable the project management team to execute the project schedule
  - P6 ensure legal, regulatory and organisational responsibilities are defined and communicated to members of the project management team
  - P7 implement procedures to optimise the capabilities of the project management team

## ECIPMA3

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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 contractual arrangements and terms of appointment for project management team members
- K4 sources of support services and resources
- K5 procedures for obtaining support services and resources, and the constraints that may exist regarding these
- K6 sources of information relevant to the project management team (including specified project requirements)
- K7 the governance structure and reporting mechanisms for the project management team
- K8 the capabilities required of the project management team
- K9 the different phases of the project and how this may impact on the requirements of the project management team
- K10 methods of monitoring and improving team performance
- K11 the differences between managing individuals for whom you have managerial responsibility and those who you do not, and the implications this difference may have for project management

# ECIPMA3

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### Additional Information

#### Scope/Range

##### Project management team:

- 1 Internal to your organisation
- 2 External to you organisation

##### Support services:

- 1 Specialist or technical
- 2 Administration
- 3 Facilities

#### Glossary

##### Contract

A contract is an agreement made between two parties that creates legally binding obligations between them. The contract sets out those obligations and the actions can be taken if they are not met.

##### 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.

##### Governance

Governance refers to the set of politics, regulations, functions, processes, procedures and responsibilities that define the establishment, management and control of projects, programmes or portfolios. This should integrate with organisational (corporate) governance.

##### Project

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A unique, transient endeavour undertaken to achieve planned objectives.

### **Project management team**

Members of the project team who are directly involved in its management.

### **Project schedule**

The project schedule shows how project activities and milestones are planned over a period of time. It is often shown as a milestone chart, Gantt or other bar chart, or as a tabular listing of dates.

### **Resources**

Resources are all those items required to undertake a project and may include people, finance, materials and information.

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**Suite** Project Management; Local Government Skills

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