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## Overview

This standard is about managing the project management team. The project management team are members of the project team who are directly involved in its management.

Project management teams differ from operational teams and require a different approach to management. Project teams have a clear hierarchy and there is a requirement for authorisation of work activities. This standard is intended to cover the requirements for team management within the context of a 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'.

# ECIPMA5

## Manage the project management team

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### Performance criteria

- You must be able to:*
- P1 ensure the allocation and authorisation of work to the **project management team** is consistent with achieving the project objectives
  - P2 brief team members on the project and their work allocations
  - P3 inform team members of changes to work allocations in an appropriate way
  - P4 provide appropriate support and guidance to team members
  - P5 monitor and assess the performance of the team against agreed objectives and work plans
  - P6 provide feedback to the team at appropriate times and locations, and in a form and manner most likely to maintain and improve their performance
  - P7 take effective action to manage any actual or potential conflict between team members
  - P8 update objectives and work plans regularly, to take account of any individual, team and organisational changes

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### Knowledge and understanding

*You need to know and understand:*

- K1 relevant legislative, regulatory and organisational requirements
- K2 the context of the project
- K3 the arrangements for the delivery of the project
- K4 relevant management plans for the project team
- K5 methods for monitoring and evaluating progress
- K6 how to allocate and authorise project work
- K7 how to communicate team and individual responsibilities clearly to those involved
- K8 how to manage conflict between team members
- K9 the application of negotiation and influencing skills
- K10 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

### Additional Information

#### Scope/Range

##### **Project management team:**

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

#### Glossary

##### **Change management**

Change management is a structured approach to moving a project from the current state to the desired future state.

##### **Conflict management**

Conflict can be defined as different objectives or attitudes between two or more parties. Conflict management is the process of identifying and addressing differences that, if left unresolved, could affect project objectives.

##### **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.

##### **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.

### **Project management team**

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

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