
Overview

This standard is about identifying project benefits and disbenefits. A benefit is a quantifiable and measurable improvement resulting from completion of project deliverables. A disbenefit is a consequence of change perceived as negative by one or more stakeholders.

You will need to be able to collect information on benefits and disbenefits, and then evaluate this information. You will also need to communicate project benefits and disbenefits to stakeholders.

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 B 'Define and initiate the project'.

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Identify project benefits and disbenefits

Performance criteria

- You must be able to:*
- P1 collect sufficient information to support the identification of project **benefits and disbenefits**
 - P2 evaluate the potential project benefits and disbenefits
 - P3 identify and accurately record project benefits and disbenefits
 - P4 communicate project benefits and disbenefits to relevant **stakeholders**

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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 principles of benefits realisation
- K4 sources of information for identifying project benefits and disbenefits
- K5 how to identify benefits and disbenefits
- K6 the relationship between the timing of deliverables and the realisation of benefits
- K7 the levels of involvement stakeholders may require
- K8 the relationship of benefits and disbenefits
- K9 ways of working and communicating with stakeholders
- K10 procedures and formats for communicating project benefits and disbenefits to 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

Benefits and disbenefits may be:

- 1 Indirect
- 2 Direct

Glossary

Benefit

The quantifiable and measurable improvement resulting from completion of project deliverables that is perceived as positive by a stakeholder. It will normally have a tangible value, expressed in monetary terms that will justify the investment.

Benefits realisation

The practice of ensuring that benefits are derived from outputs and outcomes.

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.

Deliverables

A product or package of work that will be delivered to, and formally accepted by, a stakeholder.

Disbenefit

A consequence of change perceived as negative by one or more stakeholders.

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.

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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	ECIPMB1
Relevant occupations	Project Manager; Senior Project Manager; Team Project Manager; Project/Implementation Manager
Suite	Project Management
Key words	Project management, project manager, benefits analysis, benefits realisation