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### Overview

This standard is about developing the solution for the project. Solutions development is the process of determining the best way of satisfying project requirements.

You will have to collect and analyse information, and work with stakeholders to support the development of solutions. You will also have to agree the most appropriate solution with stakeholders and report the agreed solution.

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'.

# ECIPMB4

## Develop the solution for the project

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### Performance criteria

- You must be able to:*
- P1 confirm that the project objectives reflect the needs of the relevant **stakeholders**
  - P2 collect and analyse sufficient information to support the development of solutions
  - P3 draw on your own experience, recognised good practice and lessons learned to support the development of solutions
  - P4 provide relevant **stakeholders** with opportunities to contribute effectively to the development of solutions
  - P5 develop and present a range of solutions that are compatible with the project requirements
  - P6 agree the most appropriate solution for the project with stakeholders
  - P7 clearly record and communicate the agreed solution for the project to relevant stakeholders

### 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 confirm project objectives with relevant stakeholders
- K4 how to develop a solution for a project
- K5 the sources of information for the development of solutions and how to analyse such information (including using lessons learned)
- K6 how to work with stakeholders to develop solutions for the project
- K7 the reasons for developing a range of solutions and how these should be presented
- K8 how to manage stakeholder expectations
- K9 the process for arriving at an agreed solution for the project
- K10 the relationship between the solution for the project and project requirements
- K11 how to record and communicate the solution for the project

### 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

##### 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.

##### Lessons learned

Documented experiences that can be used to improve the future management of projects.

##### Life cycle

A life cycle defines the inter-related phases of a project and provides a structure for governing the progression of work.

##### 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.

#### **Solution**

The best way of satisfying project requirements.

#### **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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