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### Overview

This standard is about producing and agreeing the project management plan. The project management plan brings together all the plans for the project. It provides the reference document for managing the project, and is owned by the project manager.

You will need to work with stakeholders to produce and agree a project management plan that addresses all the relevant aspects of the project. You will also need to obtain formal acceptance of the project management plan from relevant 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.

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 C 'Develop the project management plan'.

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#### Performance criteria

- You must be able to:*
- P1 define and agree the structure and format of the project management plan
  - P2 work with **stakeholders** to ensure that the project management plan addresses all the necessary requirements for the project
  - P3 document and confirm the **contents of the project management plan**
  - P4 obtain formal acceptance of the project management plan from the relevant stakeholders
  - P5 communicate the project management plan to relevant stakeholders
  - P6 apply document control requirements to the project management plan

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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 key stages in the project life cycle
- K4 how to progressively develop a project management plan
- K5 how to incorporate lessons learned
- K6 the required content of a project management plan
- K7 who to involve in the development of a project management plan
- K8 the stakeholders that need to be involved with the project management plan
- K9 how to communicate the project management plan to relevant stakeholders
- K10 the ways in which stakeholders expectations may change during the production of a project management plan
- K11 how to obtain formal acceptance for the project management plan
- K12 the methods for reviewing and updating project management plans
- K13 how to apply document control requirements to the project management plan

### 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

##### Typical content of a **project management plan**:

- 1 Background and rationale
- 2 Overall objectives, scope, dependencies, deliverables and success criteria
- 3 The governance for the project
- 4 Project estimates, overall budget and cost management processes
- 5 Project organisation
- 6 The resources to be used
- 7 The project schedule, critical path and key timelines
- 8 Legislative, regulatory and organisational requirements

#### Glossary

##### Budget

The agreed cost of the project or a quantification of resources needed to achieve an activity by a set time, within which the activity owners are required to work.

##### 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.

### **Dependencies**

Something on which successful delivery of the project critically depends.

### **Estimate**

An approximation of project time and cost targets, refined throughout the project life cycle.

### **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.

### **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.

### **Project management plan (PMP)**

The Project Management Plan (PMP) brings together all the management plans and schedule for a project. The purpose of the PMP is to document the outcome of the planning process and to provide the reference document for managing the project. The PMP is owned by the project manager.

### **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.

### **Project scope**

The project scope is the sum of work content of a project.

### **Resources**

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

### **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.

### **Success criteria**

The qualitative or quantitative measures by which the acceptability of a deliverable is judged.

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