ECIPMD4
Manage agreed project changes

Overview

This standard is about managing agreed project changes. All projects are subject to variation, and changes may be required for example to the timetable, budget, project objectives and project management team.

You will need to confirm project changes with stakeholders and put into place the necessary steps for changes to be made. You will also need to monitor and control project changes and ensure that stakeholders are kept informed of progress.

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 D 'Deliver the project'.

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Performance criteria

You must be able to:

P1   confirm **project changes** with **stakeholders**

P2   put in place the agreed project changes to meet the requirements of the change request

P3   monitor and control project changes according to project requirements

P4   ensure that stakeholders are kept informed of progress

P5   take action to manage any issues with project change

P6   record the project changes in 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   the types of project change requests that may emerge

K4   the reasons for project changes

K5   the change management process

K6   the principles of configuration management

K7   the need to record project changes and the impact of such changes in the project management plan

K8   the importance of communicating project changes to stakeholders

K9   the issues that may emerge and how these can be managed

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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

Project changes:

1 Timetable

2 Financial

3 Objectives

4 Project management team

Glossary

Change management

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

Configuration management

Configuration management encompasses the administrative activities concerned with the creation, maintenance, controlled change and quality control of the scope of 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.

Control

Control comprises tracking performance against agreed plans and taking the corrective action required to meet defined objectives.

Issues

An issue occurs when the tolerances of delegated work are predicted to be exceeded or have been exceeded. This triggers the escalation of the issue from one level of management to the next in order to seek a solution.

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 management team

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

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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