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## Overview

This standard is about managing project closure. You will need to verify that the project's objectives have been achieved and ensure the handover of deliverables. You will also need to resolve any problems and obtain agreements from stakeholders that the project work has been completed. 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 E 'Close and review the project'.

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### Performance criteria

*You must be able to:*

- P1 verify that the closure of the project is adequately defined and clear to those involved
- P2 verify that the project's objectives have been achieved to the agreed schedule, costs and quality criteria
- P3 ensure that all deliverables are handed over according to agreed procedures
- P4 resolve any hand-over problems in a way which maintains an effective working relationship with relevant **stakeholders**
- P5 obtain agreements from the relevant stakeholders that all specified project work has been achieved
- P6 confirm the completion of the project with team members, and promptly authorise all associated work to be closed in a way which is consistent with the project plans
- P7 authorise all the necessary procedures relating to finance, resources and personnel to be completed, in accordance with organisational requirements
- P8 ensure that all records and documents relating to the project are accurate, complete and stored appropriately for the future

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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 who needs to be involved in project closure
- K5 how to deal with items of non-compliance
- K6 how to close contracts
- K7 how to redeploy resources
- K8 methods of ensuring that the agreed deliverables have been achieved
- K9 how to use acceptance criteria for the project
- K10 procedures for storing records and documents for future use
- K11 procedures for finance, resources and personnel which need to be followed at project closure
- K12 the records and documents which need to be completed
- K13 the plans and timescales for project closure
- K14 how to manage stakeholder expectations

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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

#### Glossary

##### Contract

A contract is an agreement made between two parties that creates legally binding obligations between them. The contract sets out those obligations and the actions can be taken if they are not met.

##### 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.

##### Handover

The point in the life cycle where deliverables are handed over to the sponsor and users.

##### 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 team**

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

### **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.

### **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.

# ECIPME1

## Manage project closure

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