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### Overview

This standard is about managing handover of the project's deliverables to the relevant stakeholders.

You will need to define and agree the project deliverables for handover. You will also need to ensure the transfer of responsibilities, resources and facilities takes place correctly, and communicate that these transfers have taken place to relevant others.

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'.

#### Performance criteria

- You must be able to:*
- P1 verify that the plan or schedule for handover are adequately defined and clear to those involved
  - P2 define, record and agree the state of the project at handover with the relevant **stakeholders**
  - P3 ensure that the transfer of responsibilities is executed in a way that avoids gaps in responsibility and dual responsibilities occurring
  - P4 ensure that resources and facilities transferred to those responsible for any subsequent stages or activity are as specified and agreed
  - P5 communicate the transfer of responsibilities to those affected in an accurate and timely manner
  - P6 define the need for any outstanding work accurately and clearly, and agree the means and schedule for carrying it out with the stakeholders involved
  - P7 confirm and communicate acceptance of the project deliverables
  - P8 ensure that all documents relating to the project are accurate, complete and stored appropriately for the future

#### Knowledge and understanding

*You need to know and understand:*

- K1 the context of the project
- K2 relevant legislative, regulatory and organisational requirements
- K3 contractual commitments
- K4 legal aspects for the of transfer of responsibilities
- K5 methods of transfer of responsibilities
- K6 means of identifying and categorising outstanding work
- K7 the configuration management process
- K8 the use of plans and schedules that are output based to assist with handover
- K9 the process for planning handover and transfer
- K10 the ways in which the handover of benefits (to benefit owners) may be included in the handover

### 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.

#### **Project**

A unique, transient endeavour undertaken to achieve planned objectives.

#### **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.

## ECIPME2

### Manage handover of the project's deliverables

<b>Developed by</b>	Engineering Construction Industry Training Board
<b>Version number</b>	01
<b>Date approved</b>	July 2012
<b>Indicative review date</b>	July 2016
<b>Validity</b>	Current
<b>Status</b>	Original
<b>Originating organisation</b>	Engineering Construction Industry Training Board
<b>Original URN</b>	ECIPME2
<b>Relevant occupations</b>	Project Manager; Senior Project Manager; Team Project Manager; Project/Implementation Manager
<b>Suite</b>	Project Management
<b>Key words</b>	Project management, project manager, project handover, project deliverables, benefits realisation