

Overview

This standard is about maintaining communication with project stakeholders. It is a function that is performed as an on-going activity. 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 A 'Establish and lead the project team, and work with stakeholders'.

Performance criteria

You must be able to:

P1 provide project stakeholders with suitable opportunities to contribute to communications

P2 present the information in ways and formats that are most appropriate to the project stakeholders involved

P3 ensure that project stakeholders receive timely and relevant information which is consistent with the communication plan

P4 ensure the information meets the project stakeholders' needs, whilst maintaining required levels of confidentiality

P5 actively seek and assess information from project stakeholders which may affect the running of the project

P6 maintain the communication plan to meet project needs

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 keep project stakeholders fully informed of project progress

K4 the methods which may be used to keep project stakeholders up to date, and how to select appropriate methods

K5 how to present information relevant to project stakeholder requirements, relationships and expectations

K6 how to manage stakeholder expectations

K7 the ways in which project stakeholders may change during the project

K8 how to apply influencing and negotiation skills

K9 the importance of maintaining confidentiality

K10 relevant organisational procedures and practices for communicating with stakeholders

K11 how to maintain communication plans

Maintain communication with project stakeholders

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

Communication plan

A document that identifies what information is to be communicated to whom, why, when, where, how, through which medium and the desired impact.

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.

Influencing

Influencing is the act of affecting the behaviours and actions of others.

Negotiation

Negotiation is a discussion between two or more parties aimed at reaching agreement.

Project

A unique, transient endeavour undertaken to achieve planned objectives.

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.

Stakeholder management

Stakeholder management is the systematic identification, analysis, planning and implementation of actions designed to engage with stakeholders.

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