ROLE PROFILE FOR PMO MANAGER (PROJECT, PROGRAMME OR PORTFOLIO)

Introduction

The refreshed APM Competence Framework comprises 27 competences covering project management, programme management, portfolio management and PMO.

As not all of the competences will be relevant to all professionals, a series of role profiles has been developed to help users to navigate the Framework and identify those competences most relevant to their current role. The role profiles aim to capture the 'typical' competences required and are not intended to be prescriptive.

The table on page 4 overleaf lists each of the competences within the Framework and indicates which are likely to be relevant to Project or Programme or Portfolio Management Office Managers. The table also provides a rating for each of the relevant competences indicating the level of knowledge and application expected within the role. The ratings scale comprises five levels from 'aware' to 'expert' and is provided on page 5 for your information. Guidance on the levels of complexity referred to in the ratings scale is available as a separate document: "APM Complexity Guidance".

Overview of the role

This role profile applies to Project or Programme or Portfolio Management Office Managers. All of the competences and ratings apply to all three roles except for Transition management and Resource capacity planning, which apply only for Project and Programme Management Office Managers, and except for Asset allocation, which applies only for Portfolio Management Office Managers.

Typical responsibilities

A Project or Programme or Portfolio Management Office Manager is likely to be responsible for applying the following **independently** in **complex situations** and may supervise others applying the competence:

■ 1: Promoting the public wider good in all actions, acting in a morally, legally and socially appropriate manner in dealings with stakeholders and members of project and/or programme and/or portfolio teams and organisation

■ 3: Identifying, addressing and resolving differences between individuals and/or interest groups

■ 4: Empowering and inspiring others to deliver successful projects and/or programmes and/or portfolios

■ 18: Establishing and maintaining governance arrangements for the delivery of projects and/or programmes and/or portfolios, defining clear roles, responsibilities and accountabilities that align with organisational practice

■ 19: Managing stakeholders, taking account of their levels of influence and particular interests

■ 20: Identifying and/or developing frameworks and methodologies that ensure management of projects and/or programmes and/or portfolios will be comprehensive and consistent across different initiatives ("framework" refers to the parameters, constraints or rules established to standardise delivery)

■ 21: Establishing and managing reviews at appropriate points during and after projects and/or programmes in portfolios, which will inform their governance by providing evaluations of progress, methodologies and continuing relevance

■ 23: Gathering independent evidence that the information from projects and/or programmes and/or portfolios, is valid and that projects and/or programmes and/or portfolios are likely to achieve their aims

■ 25: Recommending how financial and other resources should be allocated amongst change initiatives to optimise the organisation's return on investment (for portfolio management offices only)

A Project or Programme or Portfolio Management Office Manager is likely to be **responsible** for applying the following **independently**, in situations of **limited complexity**:

■ 2: Selecting, developing and managing teams

■ 7: Preparing and maintaining definitions of the requirements of projects and/or programmes

■ 8: Determining the best means of satisfying requirements within the context of project and/or programme and/or portfolio objectives and constraints i.e. developing solutions

■ 9: Preparing and maintaining schedules of project and/or programme activities and events, taking account of dependencies and resource requirements

■ 10: Developing, implementing and updating resources allocations plans (other than finance) needed for projects and/or programmes in portfolios, taking account of availabilities and scheduling

■ 11: Developing and agreeing budgets for projects and/or programmes and managing actual and forecast costs against them

■ 12: Identifying and monitoring project and/or programme and/or portfolio risks (threats and opportunities), planning and implementing responses to them and responding to other issues that might affect the project and/or programme and/or portfolio

■ 13: Developing, maintaining and applying quality management processes for project and/or programme and/or portfolio activities and outputs

■ 14: Consolidating and documenting the fundamental components of projects and/or programmes and/or portfolios (scope, schedule, resource requirements, budgets, risks, issues and quality)

■ 15: Managing the integration of project outputs and/or programme outcomes and/or benefits into business-as-usual (project and programme office only), addressing the readiness of users, compatibility of work systems and the realisation of benefits

■ 16: Planning and controlling finances of programmes and/or portfolios as a means of driving performance and as part of the organisation's overall financial management

■ 17: Preparing and maintaining an overall schedule for resource use, which avoids bottlenecks and conflicting demands, and sequencing outcomes, to enable the efficient realisation of benefits (programme or portfolio office only)

■ 22: Establishing, and implementing where necessary, protocols to change the scope of projects and/or programmes and/or portfolios, and updating configuration documents as required

■ 24: Preparing, gaining approval of, refining and updating business cases that justify the initiation and/or continuation of projects and/or programmes in terms of benefits, costs and risks

■ 26: Identifying additional capabilities required by members of the extended team, and helping with their development

■ 27: Identifying, defining, evaluating, planning, tracking and realising the business benefits of programmes (and/or the projects within them)

A Project or Programme Management Office Manager is likely to be responsible for applying the following **under supervision** primarily in non-complex projects:

- 5: Securing the provision of resources needed for projects and/or programmes from internal and/or external providers

- 6: Agreeing, monitoring and managing contracts for the provision of goods and/or services

In addition to the application of the competences listed above (for which the knowledge is inferred), a Project or Programme or Portfolio Management Office Manager is likely to require a higher knowledge rating in the competences described below:

A Project or Programme or Portfolio Management Office Manager is likely to require an **in depth knowledge** of the following in **complex situations**, and will be able to critically evaluate, adapt or develop new theories if required; they may also educate others in the competence:

- 1: Promoting the wider public good in all actions, acting in a morally, legally and socially appropriate manner in dealings with stakeholders and members of project, programme and/or portfolio teams and the organisation

- 3: Identifying, addressing and resolving differences between individuals and/or interest groups

- 18: Establishing and maintaining governance arrangements for the delivery of projects and/or programmes and/or portfolios, defining clear roles, responsibilities and accountabilities that align with organisational practice

- 20: Identifying and/or developing frameworks and methodologies for the comprehensive and consistent management of projects and/or programmes and/or portfolios

- 23: Gathering independent assurance of the validity of project and/or programme and/or portfolios, and that the project and/or programme and/or portfolio is likely to achieve its aims

- 25: Recommending how financial and other resources should be allocated amongst projects, programmes and portfolios to optimise the organisation's return on investment (for portfolio management offices only)

A Project or Programme or Portfolio Management Office Manager is likely to require a **detailed knowledge** of, and will be able to critically evaluate and adapt as required, the following in **complex situations**:

- 2: Selecting, developing and managing teams

- 15: Managing the integration of project outputs and/or programme outcomes and/or portfolio benefits into business-as-usual (programme or portfolio office only), addressing the readiness of users, compatibility of work systems and the realisation of benefits

- 24: Preparing, gaining approval for, refining and updating business cases that justify the initiation and/or continuation of projects and/or programmes and/or portfolios in terms of benefits, costs and risk

A Project or Programme or Portfolio Management Office Analyst is likely to require a **comprehensive knowledge** of the following, primarily in situations of **limited complexity**:

- 5: Securing the provision of resources needed for projects and/or programmes and/or portfolios from internal and/or external providers

- 6: Agreeing, monitoring and managing contracts for the provision of goods and/or services

PMO MANAGER (PROJECT, PROGRAMME OR PORTFOLIO)

		Application (including rating)	Knowledge (including rating)
1	Ethics, compliance and professionalism	4	5
2	Team management	3	4
3	Conflict management	4	5
4	Leadership	4	4
5	Procurement	2	3
6	Contract management	2	3
7	Requirements management	3	3
8	Solutions development	3	3
9	Schedule management	3	3
10	Resource management	3	3
11	Budgeting and cost control	3	3
12	Risk, opportunity and issue management	3	3
13	Quality management	3	3
14	Consolidated planning	3	3
15	Transition management	3 Project or Programme only	4 Project or Programme only
16	Financial management	3	3
17	Resource capacity planning	3 Programme or Portfolio only	3 Programme or Portfolio only
18	Governance arrangements	4	5
19	Stakeholder and communications management	4	4
20	Frameworks and methodologies	4	5
21	Reviews	4	4
22	Change control	3	3
23	Independent assurance	4	5
24	Business case	3	4
25	Asset allocation	4 Portfolio only	5 Portfolio only
26	Capability development	3	5
27	Benefits management	3	3

RATINGS SCALE

LEVEL	APPLICATION	KNOWLEDGE
1. AWARE	■ As only awareness is required at this level, no application is expected	■ Has an awareness of the knowledge needed for the competence.
2. PRACTISED	■ Applies the competence under supervision, primarily in non-complex situations.	■ Has a working knowledge of, and can describe, the competence.
3. COMPETENT	■ Applies the competence independently, primarily in situations of limited complexity.	■ Has a comprehensive knowledge of the competence in situations of limited complexity.
4. PROFICIENT	■ Applies the competence independently, primarily in complex situations ■ Supervises others applying the competence	■ Has a detailed knowledge of the competence in complex situations and can critically evaluate and adapt as required.
5. EXPERT	■ Applies the competence independently, primarily in complex situations ■ Recognised as an expert by other senior professionals, who is called on by others for advice on the competence	■ Has an in-depth knowledge of the competence in complex situations ■ Can critically evaluate, adapt or develop new theories and/or methods if required and educate others .