



ROLE PROFILE FOR PMO OFFICERS AND SPECIALISTS

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 5 overleaf lists each of the competences within the Framework and indicates which are likely to be relevant to PMO Officers. 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 6 for your information. Guidance on the levels of complexity referred to in the ratings scale is available as a separate document: "APM Complexity Guidance".

The same competences are also relevant to PMO Specialists. The differences between the role profiles are in the ratings. PMO Specialists are likely to require higher ratings for a number of competences, as described below.

Overview of the roles

The main role profile attached applies to PMO Officers. All of the competences and ratings apply to both roles except for Transition Management and Resource Capacity Planning, which only apply to Programme Officers within a PMO.

This main role profile can be adapted for PMO Specialists. The Specialists are likely to require higher ratings for three of the competences, being the competences in Governance arrangements, Frameworks and methodologies, and at least one specialist competence from the following list: Schedule management; Budgeting and cost control; Risk, opportunity and issue management; Stakeholder and communications management; Reviews; Change control; Independent assurance; Business case, and Capability development.

Typical responsibilities for pmo officers

A PMO Officer is likely to be responsible for applying the following **independently**, primarily in situations of **limited complexity**:

- 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 portfolio teams and organisation
- 3: Identifying, addressing and resolving differences between individuals and/or interest groups
- 9: Preparing and maintaining schedules of activities and events of projects and/or programmes in portfolios, taking account of dependencies and resource requirements
- 11: Developing and agreeing budgets for projects and/or programmes in portfolios and controlling forecast and actual 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 affect projects and/or programmes and/or portfolios



- 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, providing evaluations of progress, methodologies and continuing relevance
- 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
- 27: Identifying, defining, evaluating, planning, tracking and realising the business benefits of programmes (and/or the projects within them)

A PMO Officer is likely to be responsible for applying the following **under supervision**, primarily in **non-complex situations**:

- 4: Empowering and inspiring others to deliver successful projects and/or programmes and/or portfolios
- 5: Securing the provision of resources needed for projects and/or programmes from internal and/or external providers
- 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
- 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
- 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, opportunities and issues and quality requirements)
- 15: Managing the integration of project outputs and/or programme outcomes/benefits into business-as-usual (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 office only)
- 18: Establishing and maintaining governance arrangements for the delivery of projects and/or programmes, defining clear roles, responsibilities and accountabilities, that align with organisational practice
- 23: Gathering independent evidence that the information from projects and/or programmes and/or portfolios is valid and are likely to achieve their aims
- 26: Identifying additional capabilities required by members of the extended team, and helping with their development



In addition to the application of the competences listed above (for which the knowledge is inferred), a PMO Officer is likely to require a higher knowledge rating in the competences described below:

A PMO Officer is likely to require a **detailed knowledge** of, and will be able to critically evaluate and adapt as required, the following in **complex situations**:

- 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

A PMO Officer is likely to require a **comprehensive knowledge** of the following, primarily in situations of **limited complexity**:

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

A PMO Officer is likely to require a **working knowledge** of the following:

- 6: Agreeing, monitoring and managing contracts for the provision of goods and/or services
- 7: Preparing and maintaining definitions of the requirements of projects and/or programmes
- 24: Preparing, gaining approval of, refining and updating project and/or programme business cases that justify their initiation and/or continuation in portfolios in terms of benefits, costs and risks

Typical Responsibilities for Project or Programme Office Specialists

A PMO Specialist is likely to need to be able to meet the same requirements as listed above for PMO Officers. In addition, the PMO Specialist is likely to be responsible for applying at least three of the following **independently**, primarily in **complex situations**, and may supervise others applying the competence:

- 9: Preparing and maintaining schedules of project and/or programme activities and events, taking account of dependencies and resource requirements
- 11: Developing and agreeing budgets for projects and/or programmes and controlling forecast and actual costs against them
- 12: Identifying and monitoring project and/or programme risks (threats and opportunities), planning and implementing responses to them and responding to other issues that affect projects and/or programmes
- 18: Establishing and maintaining governance arrangements for the delivery of projects and/or programmes (essential), 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 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, which will inform their governance by providing evaluations of progress, methodologies and continuing relevance



- 22: Establishing, and implementing where necessary, protocols to change the scope of projects and/or programmes and updating configuration documents as required
- 23: Gathering independent evidence that the information from projects and/or programmes is valid and are likely to achieve their aims
- 24: Preparing, gaining approval of, refining and updating project and/or programme business cases that justify their initiation and/or continuation in portfolios in terms of benefits, costs and risks
- 26: Identifying additional capabilities required by members of the extended team, and helping with their development



PMO OFFICER

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



PMO SPECIALIST

As above plus at least three of the competence requirements shown below, including those for Governance arrangements and for Frameworks and methodologies:

		Application (including rating)	Knowledge (including rating)
9	Schedule management	√ (4)	√ (4)
11	Budgeting and cost control	√ (4)	√ (4)
12	Risk, opportunity and issue management	√ (4)	√ (4)
18	Governance arrangements	√ (4)	√ (4)
19	Stakeholder and communications management	√ (4)	√ (4)
20	Frameworks and methodologies	√ (4)	√ (4)
21	Reviews	√ (4)	√ (4)
22	Change control	√ (4)	√ (4)
23	Independent assurance	√ (4)	√ (4)
24	Business case	√ (4)	√ (4)
26	Capability development	√ (4)	√ (4)
27	Benefits management	√ (4)	√ (4)



RATINGS SCALE

LEVEL	APPLICATION	KNOWLEDGE
1. AWARE	<ul style="list-style-type: none"> As only awareness is required at this level, no application is expected 	<ul style="list-style-type: none"> Has an awareness of the knowledge needed for the competence.
2. PRACTISED	<ul style="list-style-type: none"> Applies the competence under supervision, primarily in non-complex situations. 	<ul style="list-style-type: none"> Has a working knowledge of, and can describe, the competence.
3. COMPETENT	<ul style="list-style-type: none"> Applies the competence independently, primarily in situations of limited complexity. 	<ul style="list-style-type: none"> Has a comprehensive knowledge of the competence in situations of limited complexity.
4. PROFICIENT	<ul style="list-style-type: none"> Applies the competence independently, primarily in complex situations Supervises others applying the competence 	<ul style="list-style-type: none"> Has a detailed knowledge of the competence in complex situations and can critically evaluate and adapt as required.
5. EXPERT	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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