



## ROLE PROFILE FOR PORTFOLIO MANAGER (MASTER)

### 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 3 overleaf lists each of the competences within the Framework and indicates which are likely to be relevant to Portfolio Managers at Master level. 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 4 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 Portfolio Managers operating at Master level. At this level, a Portfolio Manager is able to direct an important portfolio, with the corresponding resources, methodologies and tools. To take on this responsibility, an advanced level of knowledge and experience is required.

### Typical responsibilities

A Portfolio Manager at Master level is likely to be responsible for applying the following **independently in complex situations**; they will be recognised as an expert in these areas and may be called on by others to provide advice on the following:

- 3: Identifying, addressing and resolving differences between individuals and/or interest groups
- 4: Empowering and inspiring others to deliver successful portfolios
- 12: Identifying and monitoring portfolio risks (threats and opportunities), planning and implementing responses to them and responding to other issues that affect portfolios
- 18: Establishing and maintaining governance arrangements for the delivery of 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
- 25: Recommending how financial and other resources should be allocated amongst change initiatives to optimise the organisation's return on investment

A Portfolio Manager at Master level is likely to be responsible for applying the following **independently in complex situations** and may supervise others applying 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 portfolio teams and the organisation
- 2: Selecting, developing and managing teams
- 14: Consolidating and documenting the fundamental components of portfolios (scope, schedule, resource requirements, budgets, risks, opportunities and issues, and quality requirements)



- 16: Planning and controlling finances of 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
- 20: Identifying and/or developing frameworks and methodologies that ensure management of 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 portfolios, which will inform the governance of portfolios by providing evaluations of progress, methodologies and continuing relevance
- 22: Establishing, and implementing where necessary, protocols to change the scope of portfolios and updating configuration documents as required
- 23: Gathering independent evidence that the information from projects and programmes in portfolios is valid and that portfolios are likely to achieve their aims
- 27: Identifying, defining, evaluating, planning, tracking and realising the business benefits of programmes (and/or the projects within them)

A Portfolio Manager at Master level is likely to require **comprehensive knowledge** of the following but is unlikely to have to apply the competence:

- 24: Preparing, gaining approval of, refining and updating business cases that justify their initiation and/or continuation in portfolios in terms of benefits, costs and risks

A Portfolio Manager at Master level is likely to require **working knowledge** of the following but is unlikely to have to apply the competences:

- 5: Securing the provision of resources needed from internal and/or external providers
- 6: Agreeing contracts for the provision of goods and/or services, monitoring compliance and managing variances
- 7: Preparing and maintaining definitions of the requirements of projects and programmes in portfolios
- 8: Determining the best means of satisfying requirements within the context of portfolio objectives and constraints i.e. developing solutions
- 9: Preparing and maintaining schedules activities and events of projects and programmes in portfolios, taking account of dependencies and resource requirements
- 10: Developing, implementing and updating resources allocations plans (other than finance) needed for projects and programmes in portfolios
- 11: Developing and agreeing budgets for projects and programmes in portfolios and controlling forecast and actual costs against them
- 13: Developing, maintaining and applying quality management processes for project and programme activities and benefits
- 15: Managing the integration of project outputs and programme outcomes/benefits into business-as-usual, addressing the readiness of users, compatibility of work systems and the realisation of benefits



## PORTFOLIO MANAGER (MASTER)

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



## RATINGS SCALE

LEVEL	APPLICATION	KNOWLEDGE
<b>1. AWARE</b>	<ul style="list-style-type: none"> <li>As only awareness is required at this level, no application is expected</li> </ul>	<ul style="list-style-type: none"> <li>Has an awareness of the knowledge needed for the competence.</li> </ul>
<b>2. PRACTISED</b>	<ul style="list-style-type: none"> <li>Applies the competence under supervision, primarily in non-complex situations.</li> </ul>	<ul style="list-style-type: none"> <li>Has a working knowledge of, and can describe, the competence.</li> </ul>
<b>3. COMPETENT</b>	<ul style="list-style-type: none"> <li>Applies the competence independently, primarily in situations of limited complexity.</li> </ul>	<ul style="list-style-type: none"> <li>Has a comprehensive knowledge of the competence in situations of limited complexity.</li> </ul>
<b>4. PROFICIENT</b>	<ul style="list-style-type: none"> <li>Applies the competence independently, primarily in complex situations</li> <li>Supervises others applying the competence</li> </ul>	<ul style="list-style-type: none"> <li>Has a detailed knowledge of the competence in complex situations and can critically evaluate and adapt as required.</li> </ul>
<b>5. EXPERT</b>	<ul style="list-style-type: none"> <li>Applies the competence independently, primarily in complex situations</li> <li>Recognised as an expert by other senior professionals, who is called on by others for advice on the competence</li> </ul>	<ul style="list-style-type: none"> <li>Has an in-depth knowledge of the competence in complex situations</li> <li>Can critically evaluate, adapt or develop new theories and/or methods if required and educate others</li> </ul>